

DISTRIBUTION

AGE

SEPTEMBER, 1946

THAT INTEGRATES ALL PHASES OF DISTRIBUTION



THIS
MONTH

MARKETING
(CONSUMER)

In Relation to TRANSPORTATION • HANDLING • FINANCE • INSURANCE
PACKING and PACKAGING • WAREHOUSING • SERVICE and MAINTENANCE



"I amazed our board when I showed them a 55% savings in material handling"

TURNS
OVERHEAD INTO
PROFITS

WE WANT LABOR
TO SHARE
THE BENEFITS

Let an A.T.C. Specialist do the same for you!



Yes, such savings are possible. An A.T.C. Specialist will show you the record — give you proof that Automatic Fork Trucks bring business real profits ... the dollar profits that 55% material handling savings represent.

These brawny giants of electric power have so many money-saving, energy-saving applications in your plant. By unit load pallet and skid principle, they move materials into, through and out of your

plant with easy efficiency—spare your workers gruelling work, make money for you where it formerly was costing you money.

No material or product is too cumbersome to lift, move or stack. You can store your products ceiling high. One man does it, where three or four men hand stack only half as high. You add storage space, release labor for more productive, pleasant work. Product damage is cut down, accidents lessened.

Give your business this chance to turn a fixed overhead into a fixed profit, while you lighten labor's load. Let an A.T.C. Material Handling Specialist survey your material handling. Mail the coupon.



AUTOMATIC TRANSPORTATION COMPANY

DIV. OF THE YALE & TOWNE MFG. CO.

115 W. 87th Street, Dept. P, Chicago 20, Ill.

Please mail me, without cost or obligation, complete facts about AUTOMATIC FORK TRUCKS.

() Have an A.T.C. Material Handling Specialist call.

Company Name.....

By.....Position.....

Street Address.....

City.....State.....

Vertical Storage with **BAKER TRUCKS** more than doubled Storage Facilities



Case History of
MERCK & CO., INC.
Manufacturing Chemists
Rahway, N. J.

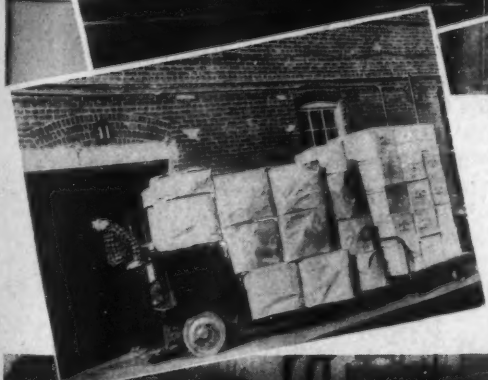
In 1926, Merck & Co., Inc. bought its first Baker electric truck. Twelve years ago they found that storage along horizontal lines provided inadequate warehousing space to meet increasing needs. Rather than build an addition, they decided to install a Baker Hy-Lift Truck to tier material, thus using available vertical storage space. So successful was this truck—not only in providing more storage capacity but also in speeding material movement—that more and more were installed, until today the Company operates a fleet of 18 Baker Trucks: Eleven Hy-Lift Trucks, two Low-Lift Trucks, two Fork Trucks, and three Platform Trucks. Besides obviating the need for new building by increasing existing storage facilities, these trucks are conserving time and manpower on handling operations throughout the plant.

A Baker Material Handling Engineer can help you make similar savings. Write for information.

◀ Hy-Lift Truck illustrated has oversize "safety" platform providing greater carrying space. Operator can raise or lower load by remote control from the platform.

◀ (Inset above) Baker Low-Lift Truck moves capacity load easily up a 10% ramp 70 feet long.
(Below) This 4000 lb. Baker Truck does double duty. Besides its own big load, it hauls a loaded trailer.


BAKER INDUSTRIAL TRUCK DIVISION of The Baker-Raulang Company
2176 West 25th Street • Cleveland 13, Ohio
In Canada: Railway and Power Engineering Corporation, Limited



Baker INDUSTRIAL TRUCKS

SERVING YOU THROUGH SCIENCE

3 THINGS WORTH KNOWING ABOUT INDUSTRIAL TIRES

- 
1. This line of U. S. Industrial Tires is so *complete* that you'll easily find *just* the tire you're looking for.
 2. The *quality* of these tires is so high that you'll be *more* than satisfied with their strength, durability and performance.
 3. And each of these tires is backed by the day-to-day, expert *service* of your local U. S. Tire Distributor. He's as close as your phone! Call him—today!

U.S.
load-rated
**INDUSTRIAL
TIRES**

YOUR U. S. INDUSTRIAL TIRE DISTRIBUTOR HAS *the right tire ...*
the right service ...
for every job!



UNITED STATES RUBBER COMPANY

1230 AVENUE OF THE AMERICAS • ROCKEFELLER CENTER • NEW YORK 20, N. Y.



Ewing Galloway

THIS MONTH'S COVER emphasizes the growing importance of women as buyers and as merchandisers.

H. S. WEBSTER, JR.

Vice-President and General Manager

CHARLES DOWNES

Editor

GEORGE POST

Assistant Manager

o o o

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SEPTEMBER, 1946

VOL. 45, NO. 9

DISTRIBUTION AGE

SEPTEMBER, 1946

THE MAGAZINE THAT INTEGRATES ALL PHASES OF DISTRIBUTION

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BASIC POLICY

EVERY business is engaged in and affected by distribution. All firms, industrial and mercantile, are shippers as well as receivers; all use transportation; all are confronted with handling and packing problems; all are concerned to some extent with the proper storage of raw materials or finished products; all have to deal with vexing financial and marketing questions; all need insurance; all have to consider service and maintenance of one kind or another. These are all phases of distribution, which begins before production with the movement of raw materials, and continues after production until a finished product reaches its ultimate destination, the final user or consumer.

DISTRIBUTION AGE believes that costs can be cut by better integration of all phases of distribution; that a part of the resultant savings should be passed on to consumers to increase buying power; that by intelligent simplification and standardization of methods and practices distribution can be made more efficient and profitable in all branches of commerce and industry. The policy of this publication is to assist business management in the attainment of those objectives.

Fashion promotion depends on Time!



WHEN TIME COUNTS . . . A.C.T.

Garment manufacturers are really up in the air today thanks to Air Cargo Transport Corporation, the "Truckers of the Air." They know that shipping fashions via ACT Sky-Vans means only a matter of hours from coast to coast.

But speed is not the only advantage ACT offers the fashion industry. Equally important is the elimination

of the extra costs of ordinary shipping.

NO WRAPPING OR PACKING NECESSARY—Flying your fashions eliminates wrapping, packing and necessary labor costs. The garments are shipped on racks in dustproof, ventilated planes. They arrive "Fashion Fresh" without the need of pressing . . . ready for immediate selection by the buyers. Important too, are the low inventories

made possible when fashions are shipped the ACT way.

Whether you are shipping fashions, flowers, seafood; publications or heavy machinery—it will pay you to investigate the quick, personalized service of ACT. Our traffic men are always ready to discuss and analyze your shipping problems. Just call or write for full particulars.



AIR CARGO TRANSPORT

CORPORATION
A CHARTER CARRIER

EMPIRE STATE BUILDING, NEW YORK 1, N.Y.

DISTRIBUTION AGE



Owners learn about profits from Highway Trailers

STUDENTS in the little red schoolhouse learn the "three R's". Highway Trailer owners learn the importance of "three E's"—efficiency, economy, and extra years of service. It's a profitable course, the product of over a quarter-century of successful trailer-building experience.

Highway commercial truck trailers are *manufactured*—not merely assembled. Highway factories are the last word in modern volume-production efficiency, served by

Highway's own foundry, forge and machine shops. Our Edgerton plant contains the longest straightaway production line in the trailer industry.

Before you buy any trailers, get all the facts about the new Highway "Clippers" and "Freightmasters." Write today for free color booklets detailing Highway's many points of superiority. You'll find a wealth of reasons why it pays to "let your next trailers be Highways."

HIGHWAY TRAILER COMPANY

General Offices, Edgerton, Wisconsin

Factories at: Edgerton, Wis., Stoughton, Wis., Farmingdale, L. I., N. Y.

Commercial Truck Trailers • Earth Boring Machines
Winches and other Public Utility Equipment



HIGHWAY AMERICA'S QUALITY TRAILERS

Manufacturers! Farmers! Retailers!

THE SHORTEST DISTANCE BETWEEN TWO POINTS *is by Truck!*

**Modern, Direct Truck Transportation is Often
Faster than the U. S. Mails!**

For speed, safety, flexibility—and greater all-round economy—no other form of transportation can match modern truck transport.

Trucks pick up the load wherever it's made or grown—and speed it *direct* to the manufacturer, wholesaler or retailer.

Extra crating is unnecessary, because your goods *roll on rubber*—with no "humping", no "switching", less handling. Goods arrive in better condition—with less breakage, less loss!

Faster, more frequent deliveries mean lower inventory, less storage space, greater turnover on your investment—higher profits.

That's why more and more people in every field are finding that it pays to specify "Ship by Truck"—pays in precious time, and in actual cash.

Find out today what modern truck transport can do for *you*. Write or call your State Trucking Association . . . affiliated with ATA.



THE AMERICAN TRUCKING INDUSTRY

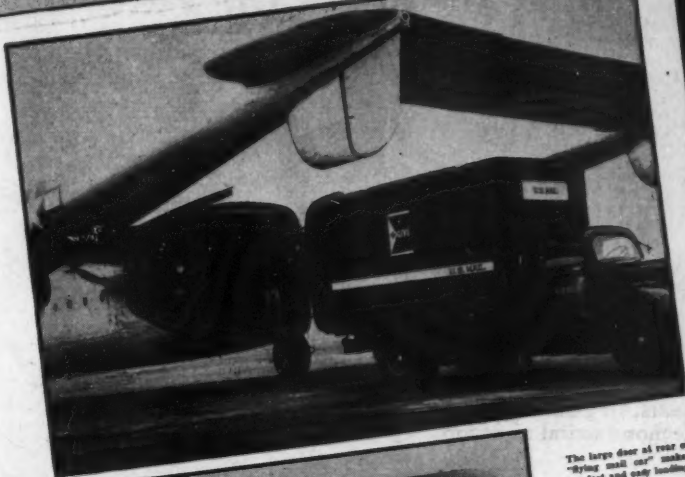
AMERICAN TRUCKING ASSOCIATIONS, WASHINGTON 6, D. C.

SHIP BY TRUCK—GET THINGS FASTER

Supplying the GROUND LINK for AIR MAIL . . . for YEARS!

Ever since the inception of Air Mail, White has been closely associated with its progress as illustrated by the page below. Reproduced from the August issue of *Science Illustrated*, it

shows an early White supplying the ground link for one of the first air mail flights in contrast with a modern White mail truck delivering mail to a Fairchild "flying mail car".



The large door at rear of "flying mail car" makes for fast and easy loading.



An early-type mail car serves with load for early-type American mail planes.

are expected to permit the gradual upbuilding of fleets. The second barrier isn't so easily taken. The first-class mail helps carry the burden of the deficit-producing second- and third-class mails. The 3-cent air-mail stamps would cover the cost of carrying letters through the air, but there would be little margin left to offset department deficits. And deficits of the sort are usually treated through Congressional prescription. Gael Sullivan brands the present air-mail route pattern as inefficient, so he intends to push for a consolidation of routes and for elimination of unprofitable ones. Present air-mail routes, he says, do not always serve the

ADOCFT, 1946



Equipped with every facility for sorting and handling all classes of mail, White specially constructed buses are being used by the U. S. Post Office in Washington, D. C. This system of handling mail, may well find its place in the pre-sorting of Air Mail on its way to the airport after it has been collected on regular routes in outlying areas—expediting the handling of larger volumes of Air Mail resulting from the new 5c-an-ounce rate.



THE WHITE MOTOR COMPANY • Cleveland

FOR MORE THAN 45 YEARS THE GREATEST NAME IN TRUCKS

One for the MONEY...

Decide on a HERMAN for economy reason, if for no other. Herman's mass production facilities mean more for your money in every way. Herman's *factory-to-you* sales policy cuts the cost further. No commissions... no middleman's profits... no out-of-town overhead for you to pay. And Herman's *All-Steel... All-Welded* construction means longer life and lower maintenance costs.

Two for the SHOW...

A Herman is smart advertising for your business. The beautiful streamlined styling of a Herman "Rolling Billboard" attracts favorable attention... tells a quality story of your products. Advertising value alone soon pays for a HERMAN.



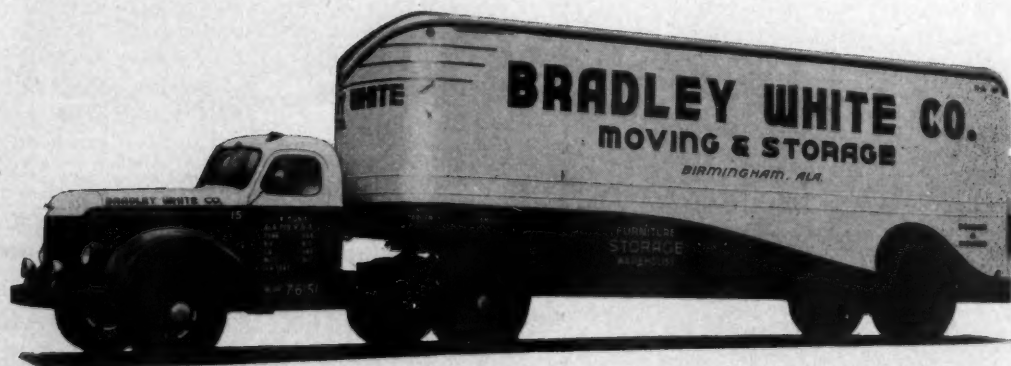
Three to get READY...

Now is the time to plan your fleet requirements for the future. HERMAN can help you. Just tell us your requirements. An experienced Herman executive, familiar with the delivery problems of your industry for years, will gladly work with you—without obligation—in deciding the most practical type of job for your purpose.

Four to GO...

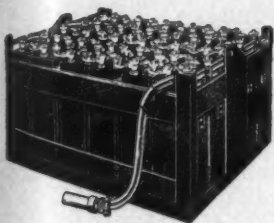
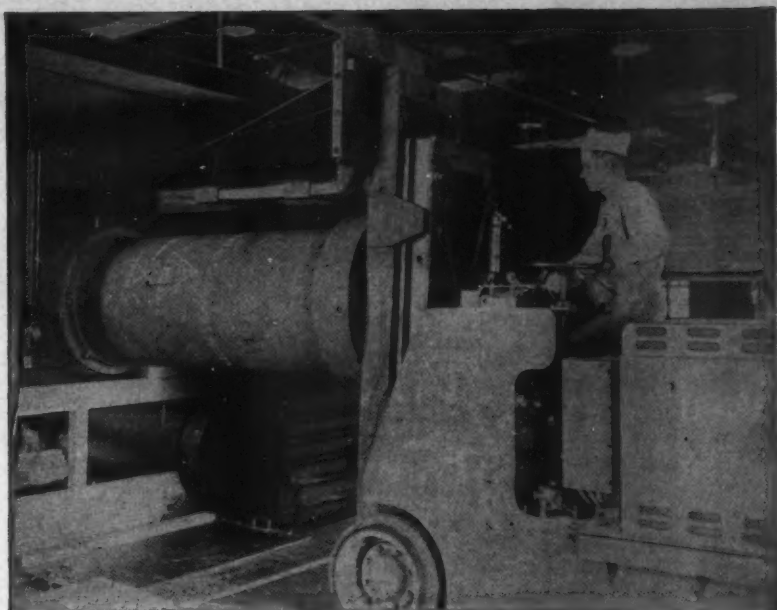
You know the approximate date you wish to put your new delivery equipment on the street. Trucks and steel are scarce and probably will continue to be for some months to come. The man who gets READY now is the man who will GO on schedule.

HERMAN *All-Steel, All-Welded*
FURNITURE VAN TRAILERS



HERMAN BODY CO. • 4400 Clayton Ave. • St. Louis, Mo.

Use Battery Trucks for SAFE handling



... Alkaline Batteries for Most Dependable Power

One of the outstanding advantages of battery industrial trucks for material handling is their inherent safety. Because they give off no fumes and are practically free from fire hazards, they can be used without restriction in almost any kind of plant. They can even be provided with spark-enclosed construction for safe operation in hazardous locations. Many are operating successfully in ordnance depots.

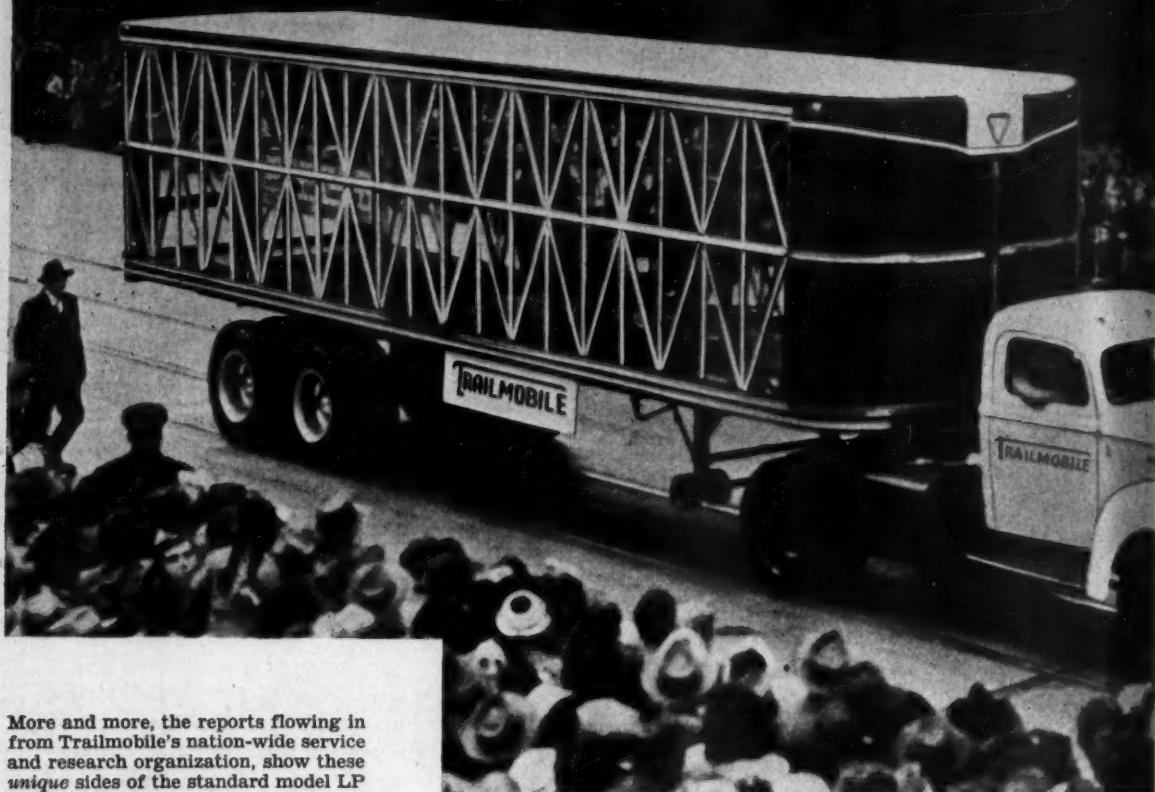
With batteries exchanged two or three times per 24-hour day, the truck is kept continuously supplied with power. While one battery operates the truck, another is being charged. Except for the few minutes needed to change batteries, the truck need not stop for servicing its power unit. Its electric motor drives have a minimum of wearing parts; are inherently simple and trouble-free. The truck starts instantly; accelerates smoothly;

operates quietly; consumes no power during stops. Not only does it make efficient use of power but the current used for battery charging is the lowest-cost power available.

Thus the battery truck is an inherently dependable, safe and economical handling unit, especially when powered by Edison Alkaline Batteries. With steel cell construction, a solution that is a natural preservative of steel and a fool-proof principle of operation, they are the most durable, longest-lived and most trouble-free of all batteries. Edison Storage Battery Division of Thomas A. Edison, Incorporated, West Orange, N. J. In Canada: International Equipment Company, Limited, Montreal and Toronto.

Edison
ALKALINE BATTERIES

Most Startling Recent Advance in Trailer Engineering Proves to be "DIAMOND" SIDES OF NEW LP



More and more, the reports flowing in from Trailmobile's nation-wide service and research organization, show these unique sides of the standard model LP Van to rank first among all the recent trailer improvements.

It is the "greatly increased strength" of these Trailmobile sides, and their actual "carrying of the load" that has won such wide operator enthusiasm!



You see, Trailmobile's exclusive ELECTRONIC stress-measurement showed that, within a trailer body, U-shaped "channel" members, having 2 complete "sides" parallel to the trailer, give all support to the load that is required. And that one of the remaining "sides," of all "conventional" members, is unnecessary. So Trailmobile "saves" this "needless" weight to add many extra posts and struts!

This Trailmobile with transparent sides has appeared country-wide to show Trailmobile's advanced engineering.

This permits "diamond" short-strut arrangements, with posts on 18" centers, having all the strength of trailer sides with big posts every 9 inches!

Therefore the LP carries bigger payloads! — with load stress concentrations "spread" by Trailmobile's new-type load-distributing under-structure, throughout "every inch of the unit"! And carries them at lower

cost!—on Trailmobile's acknowledged "easiest pulling under-carriage in the industry"!—So see the LP, with its every accessory and convenience demanded by operators, at your nearby Trailmobile branch.

THE TRAILMOBILE CO.
CINCINNATI 9, OHIO



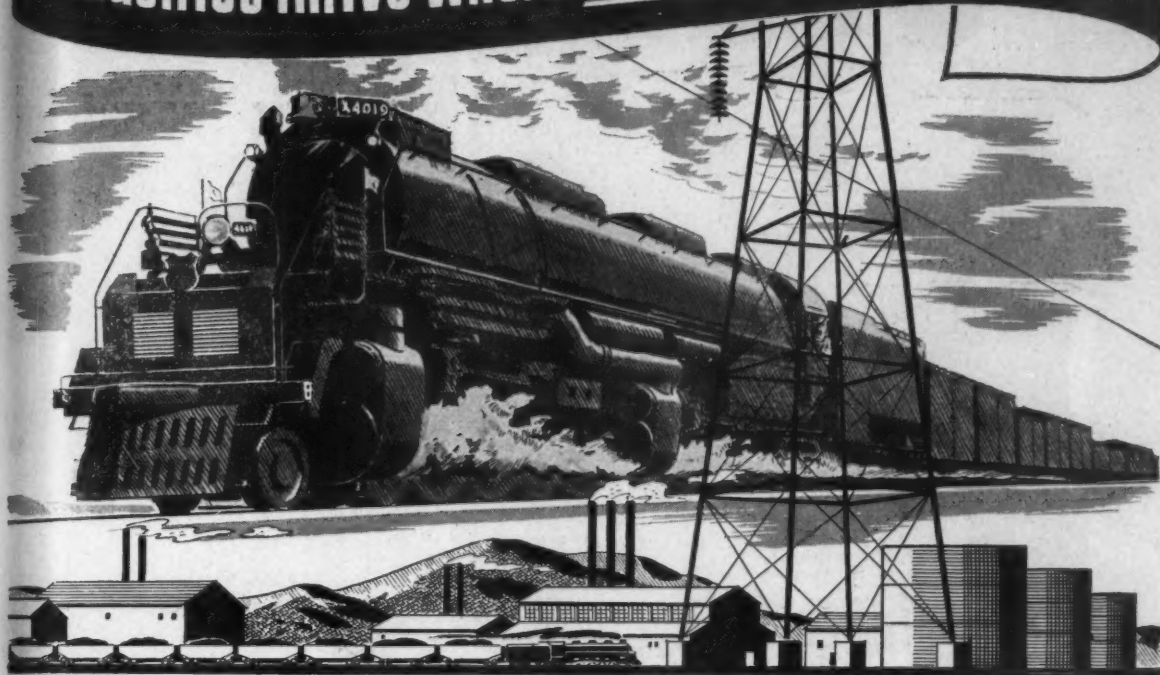
Protecting its 105 Year Reputation

— 71 "Homelinks" Service Centers

DISTRIBUTION AGE



Industries Thrive where *Railroads* Pave the Way

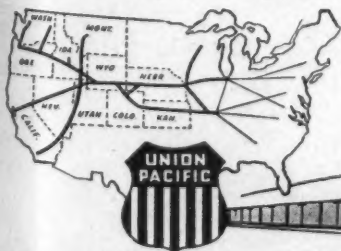


WITH the coming of the railroads, the western frontiers were conquered. They brought men, implements for building homes and towns, transportation for marketing products. Then factories were built. And industries thrived where railroads paved the way.

In the 13 great states served by Union Pacific.

there still is land to be tilled, minerals to be unearthed, livestock to be raised, room for new homes and industrial expansion.

Union Pacific will continue to serve the territory it pioneered, by providing efficient, dependable, safe transportation for shippers over the time-saving Strategic Middle Route.



be Specific -
say "Union Pacific"

★ Union Pacific will gladly furnish confidential information regarding available industrial sites having truckage facilities in the territory it serves. Address Industrial Dept., Union Pacific Railroad, Omaha 2, Nebraska.

UNION PACIFIC RAILROAD

The Strategic Middle Route

Inherent **STAMINA** for Incessant

STOP and GO

with Electric Industrial Trucks

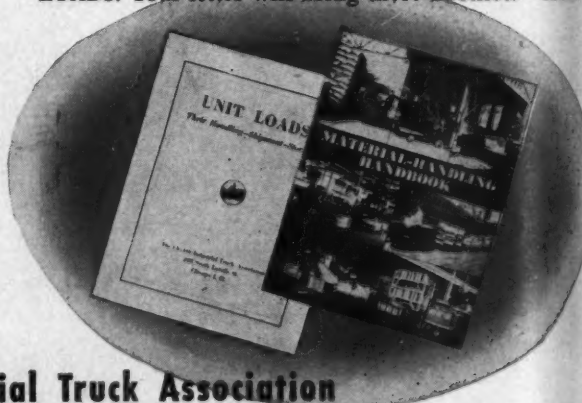


Take a look at any industrial truck in action on a typical material-handling job. You'll find that its operation is one of repeated stop and go—all day long—picking up and setting down as well as carrying.

Look again, and you'll see that its effectiveness depends chiefly on *instant starting, rapid acceleration and accurate spotting*. Obviously these are more exacting characteristics than those required by ordinary horizontal transportation and they place altogether more exacting demands on truck ruggedness.

But they are demands to which the *electric* industrial truck is ideally suited. It is built to suit them. Its basic combination of battery power with high-torque electric motors, its principles of electric control and power transmission, and its inherent stamina resulting from E.I.T.A. Construction Standards are exactly—and exclusively—the characteristics needed for the gruelling stop-and-go of material handling.

Over 90 per cent of the electric industrial trucks sold in the past twenty years to over 300 branches of industry and distribution are still in service. Their versatile and money-saving performance is explained and pictured in the MATERIAL-HANDLING HANDBOOK and UNIT LOADS. Your letter will bring these booklets—free.



The Electric Industrial Truck Association

208A South La Salle Street, Chicago 4, Illinois

a BIG MACK from the South ...

This Mack, owned by L. F. Raiford, Jr., went on the job for Roadway Express, Inc., Atlanta, Ga., about six months ago. Running a payload of 20 tons between Atlanta and New York City, its road speed, gas consumption, and overall performance have been outstanding. Mr. Raiford reports, "We're highly pleased and impressed."

Mack designed the LFT Model to meet a need for a highway freighter with the increased power and absolute dependable performance required in long distance hauling. It's built to the rigid standards of quality, operating economy, and long life which the name Mack promises... built to out-perform anything in its class.

You'd be wise if you put a Mack on your work to handle big jobs easier, at long-run low cost.



Mack Trucks, Inc., Empire State Building, New York 1, New York. Factories at Allentown, Pa.; Plainfield, N. J.; New Brunswick, N. J.; Long Island City, N. Y. Factory branches and dealers in all principal cities for service and parts.

Mack
TRUCKS



**Performance
Counts!**

FOR EVERY PURPOSE



"WINNERS"
are notably endowed with

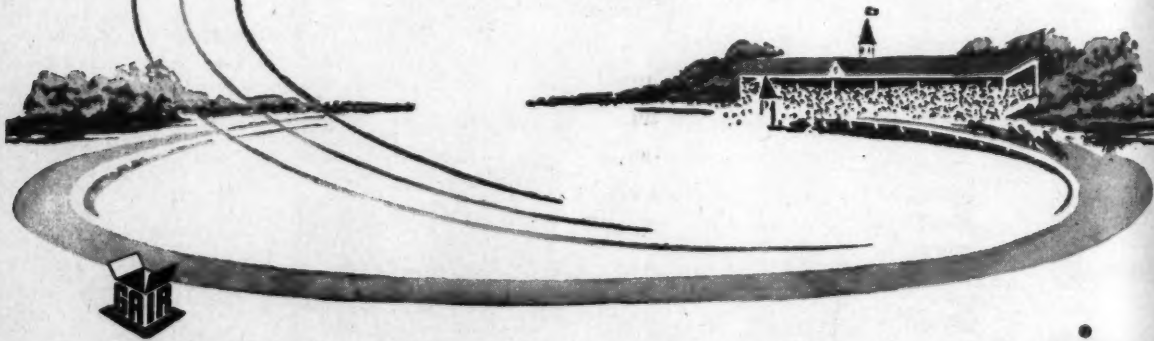
SPEED — PRECISION, AND — PERSONALITY —

says ROBERT GAIR

Modern types of packaging machinery are endowed with speed, and personality too ... and each machine demands a "uniform precision" carton ... just the kind of distinctive "tailor made" cartons that Robert Gair has been creating and producing consistently for over eighty years ... cartons that are *GAIR*anteed.

From a "selling impulse" viewpoint many of our cartons have joined the parade of constant WINNERS.

Write for informative brochure on Precision Packaging.



ROBERT GAIR COMPANY, INC., NEW YORK—TORONTO • PAPERBOARD—FOLDING CARTONS—SHIPPING CONTAINERS



HYSTER INDUSTRIAL TRUCK SERVICE COVERS THE WORLD

HYSTER factories and Hyster dealers believe in follow-through. That's why, when you purchase a Hyster industrial lift truck, you can depend on prompt service whenever parts replacements or mechanical adjustments are needed.

Hyster makes lift trucks to the highest standards in design, engineering, materials. But any machine that takes the beating of hoisting, transporting and stacking heavy loads every day needs skilled attention on occasion. Hyster dealers know this. They know also that a Hyster temporarily out of service

for lack of parts or repairs is time and money lost for its owner.

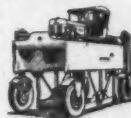
Your Hyster dealer is a good man to know. He services—as well as sells—Hyster pneumatic tired industrial trucks with capacities ranging from 2000 to 30,000 pounds.

HYSTER COMPANY

2940 N. E. Clackamas, Portland 8, Oregon
1840 North Adams Street, Peoria 1, Illinois

☆ ☆ ☆

Sold and Serviced Through Distributors
in Principal Cities All Over the World



World's Largest Manufacturer of Pneumatic Tire Lift Trucks and Straddle Trucks

*A Company is known by
the Customers **IT KEEPS!***



*Household Goods & Office Furniture
go right
through in* **GREYVAN Lines** *FRUEHAUF*

G. O. WATSON, President
Greyvan Lines, Inc.

A HUGE FRUEHAUF FLEET WITH MANY MORE ON ORDER!

MOVING ANYWHERE east of the Rockies in the 38 states served by the Greyvan Lines' fleet of Fruehaufs is a simple task. Greyvan-trained moving specialists use slip covers on each individual piece of furniture—load it into big Fruehauf vans and transport it *direct from door to door*—set it up in the new home as they found it in the old location.

No transfers at state lines with Greyvan! Goods go right through! Are loaded *once* and unloaded *once*, a minimum of handling.

Household goods or office furniture receive

the same expert handling and an ever increasing number of national business organizations depend on Greyvan as the solution to their long distance moving problems.

A field organization of over 400 agents and branch offices, many with direct teletype connections to a central dispatching control office, means the kind of service that prompts customers to say fine things about their modern moving methods.

And with these attractive vans painted in Greyhound colors, blue and white, almost constantly on the road, Fruehauf's 62 nationwide Factory Service Branches back the Greyvan drivers with full assurance their equipment will roll in any emergency.



World's Largest Builders of Truck-Trailers

FRUEHAUF TRAILER CO. :: DETROIT 32

8 Factories — 62 Factory Service Branches

FRUEHAUF TRAILERS

THIS STORY IS AMERICA—
WHERE YOU ARE FREE TO GET AHEAD.
LET'S KEEP IT THAT WAY!

"ENGINEERED
TRANSPORTATION"

EDITORIAL...

More Than Sales Are Needed

IN THE DISTRIBUTION of consumer goods, a matter of direct concern to everybody, most of us tend to over-stress marketing, and fail to give sufficient attention to other and equally necessary activities that affect costs. Fundamentally, we all know this is unsound. If distribution is to be made more efficient and economical, more than sales are needed, because more than sales are involved.

Distribution embraces all activities incident to the movement of goods in commerce. Marketing is one phase only of the overall process, or, if you prefer, marketing is a series of related activities specifically concerned with trading or selling, particularly with wholesaling, jobbing, retailing, advertising, sales promotion, etc.

In most distribution, especially of consumer goods, seven practical things in addition to marketing are required. These are: handling, transportation, packing and packaging, warehousing, finance, insurance, and service and maintenance. While each of these is a highly specialized activity, all are interrelated and integral parts of the overall distribution process.

Certainly, nothing can be distributed without being handled both before and after it is transported. Efficient mechanical handling of goods at points of origin and destination help materially to reduce overall distribution costs as well as individual marketing costs. Better handling can expedite packing; it can speed-up transportation by reducing time required for loading and unloading vehicles; it can help to keep down storage charges by lowering labor costs and by making possible more extensive use of cubic footage for piling space; it can be a factor in the determination of insurance rates and with respect to a firm's credit rating for bank loans. All of these things help to step-up marketing operations and tend to increase profits by making faster capital turnover possible. Thus, methods of handling affect not only marketing but most other phases of distribution as well.

Similarly, transportation directly affects all other distribution activities. Freight rates are reflected in marketing costs to a greater extent than most people realize. Whether transportation is by air, highway, rail or water, it has been demonstrated repeatedly that experienced traffic management can save time and money both for industrial and mercantile firms, by efficient and economical routing of shipments; by proper classification and consolidation of freight; by selection of the most suitable carrier at the lowest rates; by keeping demurrage charges at a minimum; by careful auditing of freight bills; by expediting and tracing shipments; by adjusting claims; by synchronizing inbound and outbound shipments; by arranging for transit privileges, diversions and reconsignments, and by supervising multifarious other details occasioned by the movement of goods in commerce.

Packing and packaging affect methods and costs of handling and transportation as well as of marketing. During the past few years industrial management has come to realize that the design of a product conditions how it is to be packaged for sale to consumers or users, and how it is to be packed for shipment to dealers. The

way it is packed for shipment determines methods and costs of handling, of transportation and of warehousing. These have a bearing upon insurance rates. All, in turn, are factors in a manufacturer's total cost of distribution, and are reflected in his price lists.

For efficient and economical distribution, intelligent and practical warehousing also is a matter of major importance. Profitable marketing would be impossible without storage reservoirs. Raw materials, finished products and miscellaneous supplies are placed in storage for various reasons, notably, as collateral for loans; to anticipate seasonal buying; to obtain lower freight rates by making bulk rather than l.c.l. shipments; to have spot stocks readily available at important market centers, and as an aid in developing new markets. These and other services furnished by strategically situated public warehouses increase commercial flexibility, accommodate surpluses and prevent shortages. In addition, field warehousing, or inventory financing, is a convenient and economical means of converting frozen assets to liquid credit through the establishment of a legally protected warehouse operation on the borrower's premises.

Finance and insurance as cost factors obviously affect and are affected by all distribution activities. Bank loans arise from business transactions that call for credit. Insurance is a result of potential risk. As business expands, the need for credit and the outstanding value of credit also expand. Larger business volume multiplies dangers and increases the need of insurance coverage. Every phase of distribution must be financed, in whole or in part, by loans or earnings; and the operators, supplies and equipment used in distribution need insurance protection against loss and damage.

From the foregoing remarks you probably have inferred that service and maintenance in relation to modern distribution means more than the care and repair of products after sale. The term applies also to the instruments of distribution, the care and repair of equipment used in transportation, handling, packing and packaging, and to the warehousing and preservation of products before, during and after marketing. Each is a part of the process of distribution, which, in all of its phases, not only depends on but literally is service and maintenance in the broadest constructive sense.

Consequently, we suggest again that until men conceive of distribution as an overall problem that calls for interrelation of all of its parts, cost reduction and more efficient standards of practice will be difficult to attain in any part of the whole. Intelligent effort in this direction, we believe, is essential, both for more prosperous business and for the preservation of free enterprise.

More things for more people through better distribution expresses the hope and the challenge of our time. As an economic ideal, it is not impracticable. Its realization is worthy of our best thought and effort. As we have had occasion to say before, we believe the trend of our whole national economy during the next few decades is likely to be determined by the way that industry meets this challenge and fulfills this hope.

Charles Dornica

EDITOR

NEXT MONTH in **DISTRIBUTION AGE**

THE October issue will develop new aspects of how coordination of air and highway transportation can expedite distribution efficiencies. Some of the major features scheduled are:

CARGO TRANSPORTATION BY AIR . . . by Rear Admiral J. W. Reeves, Jr., U.S.N., commander, Naval Air Transport Service, who emphasizes that other factors than the cargo rate contribute to the total cost of cargo shipments.

POTENTIALS AND PREDICTIONS . . . by James A. Wooten, general manager, Contract Cargo Division, American Airlines, Inc., who declares that air freight, if it is to hold its place in the sun, must be used as a creative medium for new commodities for new markets to be merchandised under new merchandising methods.

WHERE REA STANDS ON AIR CARGO PICK UP AND DELIVERY . . . an exclusive interview with L. O. Head, president, Railway Express Agency, by Dr. John H. Frederick, professor of transportation and foreign trade, University of Maryland.

NEEDED: BETTER AIR-GROUND COORDINATION . . . by Mayo Thomas, western traffic manager, The Flying Tiger Line, who states that the air carrier can only be as successful as his ground operations.

WASHINGTON HIGHLIGHTS
Exclusive statements by the Hon. James M. Landis, chairman, Civil Aeronautics Board and Charles I. Stanton, deputy administrator, Civil Aeronautics Administration, will be presented with a special report on legislative developments by Arnold Kruckman, Washington correspondent.

TRUCKS—FLYING AND OTHERWISE . . . by H. Roy Penzell, president, Air Cargo Transport Corp., who declares, "the present rash of cutthroat, hip-holster competition bodes no good for anyone" in the air cargo field.

Letters TO THE Editor

Profit Sharing

Sir:

I have been very interested in the two-part article "Profit Sharing, A Possible Solution to Labor Problems" published in the March and April issues of *DISTRIBUTION AGE*.

Our company has had bonus and profit sharing plans for many years, and we are reviewing the plans of other firms. We also are gathering all related information for further study of the subject.

Do you have more information on this subject which we might be able to use in connection with a discussion and study of profit sharing plans?

Could you tell us where we might get a copy of the resolution by Rep. Clare Boothe Luce, and further information regarding this resolution pending in the House of Representatives? We would also like information on the data accumulated by the subcommittee of the Committee on Finance of the Senate, "Survey of Experience in Profit Sharing and Possibility of Incentive Taxation."

The quotation of Sen. Brewster is excellent, and we are wondering whether there is more valuable information in the statement from which this quotation was taken.

Can you furnish us more information regarding the profit sharing plans of the three companies headed by Eric Johnston in Spokane, Wash.?

Do you know the latest developments in the Commerce Department with respect to profit sharing plans, as referred to in the box insert on page 97 of the April issue of *DISTRIBUTION AGE*?

We will appreciate any information you can give us relative to profit sharing plans.—**Harold T. Reed, Line Material Co., Milwaukee, Wis.**

Editor's Note: With respect to your questions, I believe the following information may be of assistance to you:

1. "Survey of Experiences in Profit Sharing and Possibilities of Incentive Taxation"—Report of the Sub-committee of the Committee on Finance, U. S. Senate. Report No. 610—76th Congress, first session.

2. "Profit Sharing & Pension Plans" (Their Creation & Tax Effect); A Commerce Clearing House, Inc., Handybook Publication, 17 E. 49 St., New York, N. Y.

3. "Pension and Profit Sharing Plans." Controllers' Institute of America, 1 E. 42 St., New York 17, N. Y. (50c.).

4. "Trends in Profit-Sharing Plans and Pension Trusts"—pp. 258-261, *The Controller*, May 1946 issue, published by The Controllers' Institute of America, 1 E. 42 St., N. Y. 17, N. Y.

5. Full text of Clare Booth Luce'

Resolution can be obtained from the Clerk of the House of Representatives.

6. Quotation of Sen. Brewster of Maine was taken from an address before the Executives' Club of Chicago, reported by the AP, Feb. 8, 1946. Full text may be obtained from Sen. Brewster's office in Washington.

7. Description of the Johnston Plan was given in *Business Week*, Jan. 26, 1946 (pp. 96-7) and in *Readers' Digest*, May 1946. The latter is a digest of an article by Eric Johnston himself.

Industrial Design

Sir:

I am writing to tell you how much I was impressed by the Industrial Design issue of *DISTRIBUTION AGE*. I think you have achieved something unique in getting so many famous people to express themselves between the same covers.

I do think that the policy which you are following of taking the various phases of distribution and making a feature issue of each one can be very valuable.

I wish you every success.—**Benjamin L. Webster, member, Society of Industrial Designers, New York.**

Unit Loads

Sir:

I am taking this opportunity of expressing my sincere appreciation of the article, "Unit Loads" by Matthew W. Potts, which appeared in the July issue of *DISTRIBUTION AGE*. I am sure that your article has been read by many interested readers who now are using or who contemplate using the palletization system.

I have taken the liberty of making typewritten copies of this article and sending them to our branch sales offices, in order that our sales personnel might avail themselves of the information contained therein, and thereby be in a better position to discuss the pros and cons of the unit load.

I am sure that industry would welcome more articles of this sort.—**F. A. DeMaria, Superintendent, Planning and Shipping, The Ohio Boxboard Co., Rittman, Ohio.**

May Issue

Sir:

I have received the May issue of *DISTRIBUTION AGE* . . . it is a very interesting and well gotten together number . . . —**Albert R. Beatty, Association of American Railroads.**



**It pays to remember
TWA's "big 5"
in AIRFREIGHT**

**(1)
Reduced AIRFREIGHT
Rates**

TWA has recently reduced
its AIRFREIGHT rates to all points
in the United States.

**(3)
Every Flight An
AIRFREIGHT
Flight**

Cargo is carried on all TWA
passenger flights, as well as on
daily, all-cargo Skyfreighters.

**(2)
One AIRFREIGHT
Rate For All
Commodities**

A new TWA rate structure—
single rate for all commodities
—is now in effect.

**(4)
Single Air Bill
On Interline
Shipments**

One air bill covers a com-
plete, direct shipment to any of
820 communities served.

**(5)
Direct AIRFREIGHT
Service To
82 Cities**

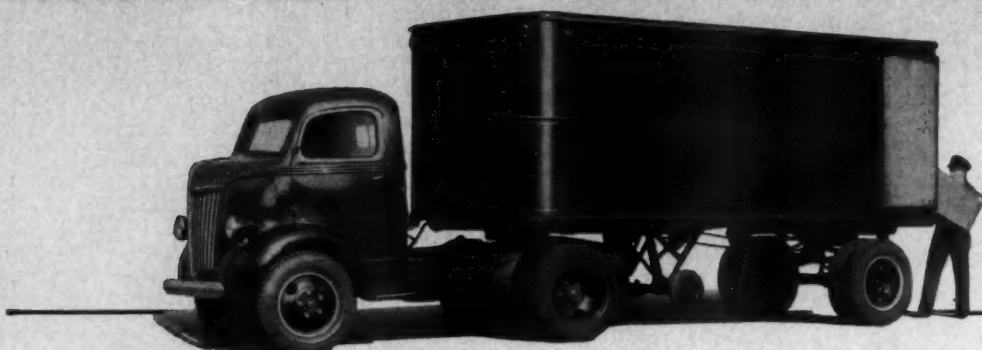
TWA through interline connec-
tions with Braniff Airways, Conti-
nental Air Lines, Inland Airlines,
and Western Air Lines offers the
largest uniform carrier AIR-
FREIGHT system in existence.



SO REMEMBER: Call your TWA AIRFREIGHT Office for schedules
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Less Transit Time—More Sales Time

REGISTRATIONS SHOW IT — OPERATORS KNOW IT!



Trailer by
FRUEHAUF
TRAILER CO.,
Detroit, Mich.

"FORD TRUCKS LAST LONGER!"

One big reason—
FORD AXLES STAND UP!



Ford Truck axle shafts carry no weight load, because *ALL* Ford Trucks have $\frac{3}{4}$ -floating or full-floating axles. All weight stresses are carried on the axle housing—none on the shafts—minimizing shaft breakage. Driving pinion is straddle-mounted on 3 large roller bearings, maintaining positive mesh with ring gear—no destructive springing away under stress. Differentials have 4 sturdy pinions, even in light duty chassis, spreading the load and strain.

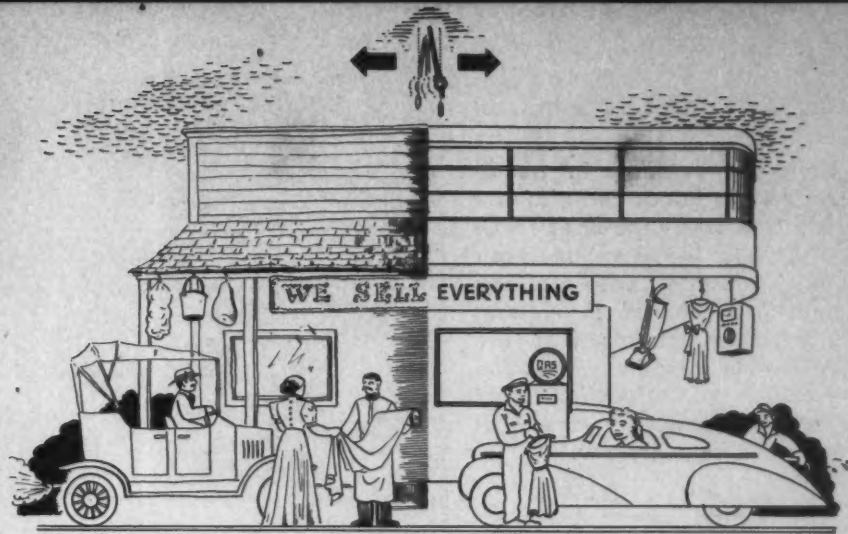


ONLY in a *Ford Truck* will you find all these long-life features: your choice of two great truck engines, the 100-H.P. V-8 or 90-H.P. Six—triple-life Silvaloy V-8 rod bearings—Flightlight aluminum alloy, 4-ring pistons—efficient air- and oil-filtering—full pressure lubrication—heavy channel section frames, *doubled* between springs in heavy duty models—semi-centrifugal clutch—big hydraulic brakes, with non-warping, score-resistant cast drum faces for maxi-

mum life. More than 50 such long-life features contribute to Ford Truck endurance . . . and that endurance is proved by the fact that 7 out of 11 of all Ford Trucks built since 1928 are still in use. See your Ford Dealer!

FORD TRUCKS

MORE FORD TRUCKS IN USE TODAY THAN ANY OTHER MAKE



Marketing Trends

A NUMBER of the characteristics of past and current marketing practice have been under examination during the last few years. There has been a good deal of criticism of distribution methods and a certain amount of conjecture regarding future developments. It is worth reviewing some of the thinking on distribution because of the bearing it will have on individual operations.

There is no evidence to suggest that distribution costs in the future are likely to be lower. The common cliché on the subject is, that since mass production has reduced manufacturing costs, mass distribution should reduce marketing costs. Much has been said on this subject among producers and in official government quarters in Ottawa and Washington, and indeed much has been done with improved transportation, mechanized warehouses, and elimination of waste.

In the nature of things, how-

It remains to be seen who will benefit most from the trend in retailing away from specialization and towards diversification. Drug stores are in the food business. Grocery stores are adding household utensils. Hardware stores are in the gift business. Service stations are considering clothing. Dry goods stores are selling electrical appliances. Perhaps this means a rebirth of the old general store in a new form. Perhaps it is only temporary. But in any case, it would seem to have an advantage for the store which is flexible and operates at a low cost.

By R. F. CHISHOLM

Vice President and Sales Manager
Gordon Mackay Co., Ltd.
Toronto


ever, distribution is unlikely to be a mass job, unless we adopt the soup-kitchen technique for dispensing all kinds of consumer products. Buying is an individual problem, not a mass problem. When you are producing tooth paste or motor cars, you can put them on a production line, and turn them out

uniformly and regularly. When it comes to selling them, there is no such thing as an automatic conveyor into the homes of the consumers, except to equip an army, or feed a refugee camp. The regular type of consumer demand is likely to require more and more styling, better packaging more treatment of products as specialties.

This is an essential part of modern progressive merchandising.
(Continued on Page 68)

This is part of an address given recently at the First Canadian Marketing Conference at Toronto. Mr. Chisholm formerly was in charge of wholesale and retail distribution for the Wartime Prices and Trade Board. He is the author of a recently published book *Your Own Store* which assembles merchandising plans and practices of retailers in many lines. Gordon Mackay and Co. is a textile distributor with offices across Canada and also controls a group of 42 stores in Ontario.

It is the retailer, in all of his multitudinous varieties and types, whose pipe-lines reach back into the great reservoir of production, who delivers what is wanted through a myriad of outlets into the homes of America. It is the retailer's prime function to act as the purchasing agent of the consumer.



"The conception of the retailer as the properly accredited and commissioned purchasing agent of the consumer has captured the imagination both of producers and distributors."

Place of Retailing

By GORDON K. CREIGHTON

*Assistant General Manager
National Retail Dry Goods Assn.*

WHEN the retail customer bends over the drinking fountain in a store, she obtains the end-product of a great hydraulic engineering organization. We call that organization the City Water Works.

When she buys a spool of thread or a refrigerator in the same store, she again is receiving the end-product of a tremendously diverse organization. We call it our economic system.

Between the original sources of fresh water, which are the springs of the earth, the streams of the hills, and the rainclouds of the sky, and the water-consuming public, lies an intricate net work of reservoirs, pumping stations and pipes. But to the person who wants to use that water, the end-result is as simple as it was for the Indian in the forest.

Now, the total product of the industries manufacturing consumer goods may be likened to our water supply systems. Those industries operate to satisfy the

Gordon K. Creighton has been studying the retailing picture from the vantage point of different executive positions for many years. From 1918 to 1928, he was associated with C. T. Slattery Corp., Boston, in posts ranging from assistant treasurer to general merchandise manager.

He was president and a director of Frederick Loesser & Co., Brooklyn, from 1928 to 1930. After serving as a director and general merchandise manager of Conrad & Co., Boston until 1942, Mr. Creighton joined the Office of Price Administration, where he eventually became acting chief, retail distribution branch, Consumer Goods Price Division, Washington, D. C.

He assumed his present position with the National Retail Dry Goods Assn. in 1944.

Throughout his business career, Mr. Creighton has lectured on the subject of retailing at several universities, including Harvard, Boston University, and New York University.

needs, wants and desires of the multitude. But, in the factories of

the makers or in the warehouses of intermediate distributors such as wholesalers and jobbers, they are as remote from their ultimate possessor as water is in a reservoir, and as inaccessible. The consumer has no way of finding them. There they are, on the one hand, vast and variegated stocks of food, clothing, home furnishings and household necessities, drugs, etc., and on the other hand, the millions who need those goods and to whom they must be conveyed, since there is no other way of bringing person and product together.

These mountains of desirable merchandise must be separated into stocks appropriate to the taste-requirements and the budget-limitations of the many publics making up each of our 3,464 communities with populations of 2,500 and over (U. S. Census of Business 1939). Who can be trusted to undertake such a monumental task? In effect, it means distributing more than 50 billion dol-



When the retailer either has it or he hasn't. If one store hasn't got it, the other one has. The public knows it. That's what makes shopping centers such as this one so popular.



Balanced stocks have become the regular thing instead of an unusual phenomenon.

Photographs by Ewing Galloway, N. Y.

In Distribution

lars worth of goods annually over almost 3,500 communities in such proportions and assortments that the needs of 140 million people will be fairly and adequately met. And this must be done in an operation which will return a living profit to those so distributing it. At the least, it must not mean a loss, not if the public is to be served as it wants to be served, as it ought to be served.

If production could borrow Superman from the comics, distribution would be a simple matter of opening manufacturers' outlets in all communities and sending to them at just the right time, the right assortments of merchandise items at the right prices, and all would be well. But there is no such master-mind whose instinctive knowledge would enable him to foresee and anticipate the varying requirements of all our social strata. As between the forces supply and demand in normal times, it is demand which dictates what supply shall bring forth and offer

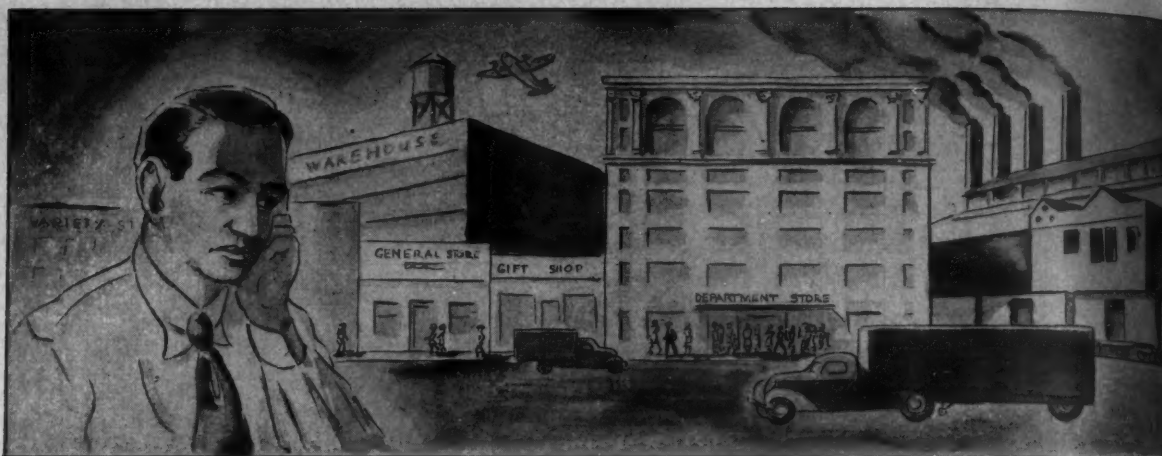
to the public with any prospect of success.

In the times of artificial scarcity

which invariably accompany great wars, and follow them for a
(Continued on Page 70)

"The best salesmen in the market use the patter of stock-record clerks. A buyer often is told: 'This is a re-order item at Macy's . . . Gimbels has used 1,000 doz. of these.'"





Facing the Facts

RIGOROUS and honest thinking on the subject of distribution all too quickly encounters the taboos which set an iron curtain around business thinking. But the war and the great changes of the decade just passed, force us to face some of the fundamental problems of our time. Surely, when the dominant force in our economy is the full flowering of monopoly and the spread of monopolistic practices we can not escape an investigation into their effects on distribution. Nor can we avoid facing the fact that the distributor, in many aspects of his operations, is in a parasitic relationship to the producer. Finally, no matter how the business community may evade the problems of consumption, in the field of distribution we come directly face to face with the factors which determine the consumption power of this country and of the rest of the world—factors which govern wage rates, income levels, standards of living, and the distribution of income.

Of course, any study of a market always involves an understanding of trends in employment, wage levels and income distribution. Selling is concerned with likely prospects. If some, or even most, of the population is unable to buy

our goods, this is reported by our market research in terms of income levels, or credit standing, or efficiency of operation. The salesman's logic may demand the reasons why a prospect is undesirable, but he is not concerned with the causes of his condition.

In an earlier day, when our productive capacity could not serve all the people, salesmanship with its selection of prospects was the complement to our limited production. Our selling techniques were developed to make sure that every possible customer was reached and sold. But now when we can produce relative plenty for all, we have a new perspective. We have to make sure that all can buy. For the first time the "ability to consume" leaves the domain of sociologists and economists and becomes the immediate concern of business as a whole and mostly of distribution. As Judge Vinson put it, "The American people are in the pleasant predicament of having to learn to live 50 percent better than they have ever lived before."

Conflicting Forces

The prospect may be pleasant but the predicament is real and ominous. Clearly the economic processes do not take place in a

vacuum. Distribution is a function both of production and consumption and so part of the life-process in society. It must be studied in this context to be understood. Therefore, specialists in distribution can not ignore the complex and conflicting forces which determine, for example, to what degree we shall achieve full production; at what level there is to be a floor placed under wages; what measure of security, unemployment, and health benefits is to be built permanently into our social legislation; how full a role labor will be permitted to assume in economic planning; to what degree the government will participate in housing, road-building, flood control, and power development; what steps we shall take to make possible a healthier and less precarious existence for smaller enterprises; to what degree we shall actually regulate big business and control monopoly; and finally, whether we shall build peacefully in a changing world, or seek "solutions" in war. These are the true determinants of the character and extent of our markets.

We can not escape the fact that the war has precipitated a qualitative change in our economy, which alters the basic character of distribution. For dramatic con-



The distributor has to add three dimensions to his thinking: he has to see the whole pattern for each major group of products; he has to learn how to employ marketing arbitrage, and finally, it is to his interest, as well as to the consumer's, to find ways and means of tearing away the veils of secrecy with which monopolistic pressures and practices are clothed.

By VICTOR LEBOW

Sales Manager
Chester H. Roth, Inc.
New York

In Distribution

trast, compare 1944 with 1924. In 1944 dollars, the gross national product in 1924 was \$85.1 billions against \$198.7 billions in 1944, an increase of 133 percent, and the output per worker was \$2,051 in 1924 and \$3,144 in 1944, an increase of 53 percent.

This huge increase in American production at last makes possible for every family in the country a living standard which includes a socially acceptable minimum of comforts, conveniences, and opportunities. It is probable that more people lived better, ate better and dressed better in the United States during the war than ever before. Table 1 gives the percentage changes in per capita purchase of all consumer goods and services between 1939 and 1944.

The great rise in "output per worker per year" was the determining factor in the leap of "gross national product" to new high levels, a more weighty factor even than the increase in employment; for excluding the armed forces, the employment in 1944 was only 34 percent higher than in 1924. What is the significance of the great rise in productivity? It means, for one thing, that the absolute volume of commodities and services carried by our distributive system is to be enormously multiplied. Secondly,

since "cost per unit" should decline this will mean more people consuming goods and each of them buying more commodities. Surely, the strains on the mechanisms of distribution will be greatly magnified.

Must Evaluate

Clearly, then, to grapple with the real problems that face distribution in the years immediately ahead, we must evaluate the forces operating in two areas, and understand their inter-relation:

1. The factors limiting consumption.
2. The factors restricting distribution.

The fundamental conflict is between our productivity, now capable of achieving plenty for all, and those forces which limit the capacity to consume.

1. Look first at production. There, our economy is confronted with increasing concentration of economic power, enormously hastened by the war. "Three-fifths of the total postwar capacity to produce is held by the 250 largest manufacturing corporations, and the remaining two-fifths is spread

among the more than 75,000 remaining medium-sized and small corporate manufacturing enterprises. This is distortion of the economy which threatens disaster."^{*}

In production the heightened dominance of monopolies and the increased concentration of production in fewer hands (which is not always synonymous with monopolistic control but which always has at least some elements of monopoly involved) leads to restrictions upon output, monopoly super-profits, the steady decline in price sensitivity, the draining off of disproportionate amounts of consumption expenditures and the consequent decline in employment leading to crash and depression. Clearly it is in the field of production that the chief deterrents to the capacity to consume are to be sought.

2. Obviously, the limitations on the capacity to consume are the major impediments to mass distribution. But there are forces, operating within distribution itself, which tend to diminish its efficiency. Inflexible prices prevail in a large portion of the economy. As one economist has put it, "the two most elastic elements left in the economy to take the shock of the economic adjustments are the

^{*}(Report to Congress from the Smaller War Plants Corp., April-May, 1945, p. 10).

prices of farm products and the employment of labor."

Monopoly pricing stultifies the ability to consume since a disproportionate part of the consumer's income is spent for products and services whose prices are inflexible and inflated. But distribution is directly affected in its own techniques and mechanisms by monopoly and by its endless forms of "imperfect" and "non-price" competition.

Monopolistic Factors

One effect of the monopolistic factors in production is to magnify the parasitic aspects of the relationships of the distributor to the producer. To the extent that the distributor adds time and place utility he is performing an economically valid function. But essentially parasitic are such manifestations as the excessive multiplication of outlets, the uneconomic multiplicity of lines within each outlet, and the wasteful overlapping of selling efforts directed to the same consumers and distributors.

The fundamental conflicts within retailing today, are opposing tendencies toward the acceptance or rejection of these parasitic elements in the role of the distributor. There are three basic trends:

A. The drive to operate at lower costs vs. the decision to maintain or enlarge prewar service. Here

are marshalled all the exponents of self-service and low-expense operation. Against them are the proponents of greater variety, more brands, more conveniences and services. The most dramatic presentation of this conflict is the history of the pine-board cut-rate drug stores and their virtual suppression by the so-called Fair Trade Act whose long term result must be to weaken the independent dealer by choking him up with swollen inventories of "price-fixed" merchandise.

B. The drive to operate at lower mark-ups vs. basing high mark-ups on exclusive goods or services. The temptations of the postwar inflationary movement find ready acceptance in the "trading-up" yearnings of most independent merchants. It is principally the chain stores that are carefully planning to lower their mark-ups by reducing their costs of operation, increasing the volume, speeding up the rate of turnover, weeding out duplications and slow moving items, reducing or eliminating personal services, and preparing to meet and offer the most intense competition.

Low Mark-Up

The low mark-up operation of the Schulte Cigar Stores in men's furnishings or the Kroger Grocery & Baking Co. in its household drug departments will bear contrast to

the full mark-up demands throughout most of the department stores and drug stores that apply traditional mark-ups throughout the store regardless of the changes in the competitive relationships of the individual departments and of the lines within each department.

C. Expansion of retail operations in chain store additions, mergers, joint and cooperative ventures vs. the decision to go it alone. Ironically enough, the latter decision usually is that of the smallest and weakest. Clearly the greatest importance to the distributor of his increased stature, prestige, buying power, and stability lies in his ability to resist the producer, demand more satisfactory terms from him, and even reject his product. The big chains and mail order houses, for example, have been far more successful in denying primacy to the branded lines than have the smaller independents.

One of the characteristics of name monopoly, the advertised brand particularly, is that it devotes enormous expenditures to the sales and promotion of its product while it maintains a restricted rate of production. Its price may be inflated or it may even represent a fair competitive value. The point is that in its efforts to secure its portion of the consumer's dollar it exerts heavy pressure upon the distributor, distorting his inventories, his rate of turn-over, his mark-up expectations, his costs of doing business. Most important of all, it restricts his freedom of choice. Mass consumption of the expanded productive capacity of our economy can not be achieved without effective resistance by distributors to these pressures by monopolistic producers.

TNEC Hearings

During the hearings of the Temporary National Economic Committee, Dr. Ruth Ayres presented the results of a buying expedition in the city of Washington. In one store, in one day, tomato juice was purchased in 21 different packages which included 11 different brands, 17 different sizes, 15 different net weights, 15 different prices.

(Continued on Page 78)

TABLE I

All consumer goods and services percent changes in per capita purchases by groups. Valued so far as possible at prewar prices.

Item	1939 to 1944 Percent
Food	+ 8
Alcoholic beverages and tobacco	+33
Clothing, including footwear	*p+23
Housing	+14
Fuel and electricity	+32
Household goods (mainly electrical and metal products)	-23
Household goods (other)	p+26
Other personal effects	p+43
Reading matter	p+24
Amusements	p+10
Motor vehicles and their operation	p-52
Public transportation	p+87
Postal, telephone, and telegraph services	p+33
Miscellaneous services	p+19
TOTAL CONSUMPTION	p+16

*p—Preliminary
"The Impact of the War on Civilian Consumption," Report of a special combined committee set up by the Combined Production and Resources Board, Sept. 1945, p. 24, Superintendent of Documents, Washington, D. C.

Crying over spilt milk . . . but not over a broken tumbler. The tumbler (it just doesn't seem right to call it a "glass.") has high resistance to shocks. It's made of du Pont nylon.

Plastics and the Public

"Indur, Insurok, Malaket, Geon, Saron . . ."

No, we're not calling the roll of Indian potentates. These names are descriptive of some basic plastics materials, and are indicative of what Dr. Edwards is thinking about when he calls for simplification of trade nomenclature throughout this rapidly expanding industry.



DURING the last 20 years, the plastics industry has undergone an amazing development. Few other industries have made such rapid progress in so short a time. Few other industries have succeeded in training so quickly such a large corps of skilled technicians and experts. Few other industries have produced so many products that aided directly in the winning of the war. Few other industries promise to produce so many products that will contribute to the enjoyment of the peace.

While the meteoric development of the plastics industry has been a source of gratification and benefit to the public, it also has been a source of consternation and concern. The industry has grown so rapidly that it literally has been subject to a run-away progress that leaves its ultimate customers gasping and dismayed by the side of the road.

It seems to me, as an outside,

By CHARLES M. EDWARDS, JR.

*Dean, School of Retailing
New York University*

impartial observer, that the plastics industry must take at least four steps if it is to win for its products the full measure of acceptance and adoption that they deserve. In one way or another, the industry must undertake:

1. Simplification.
2. Application (improvement).
3. Information.
4. Combination.

Let's consider each of these steps in turn.

1. **SIMPLIFICATION.** From the viewpoint of the consumer, the most urgent problem that faces the plastics industry today is the need for simplification; simplification both in products and in names. Up to now, according to the handbook published by the Society of the Plastics Industry, *Plastics—the*

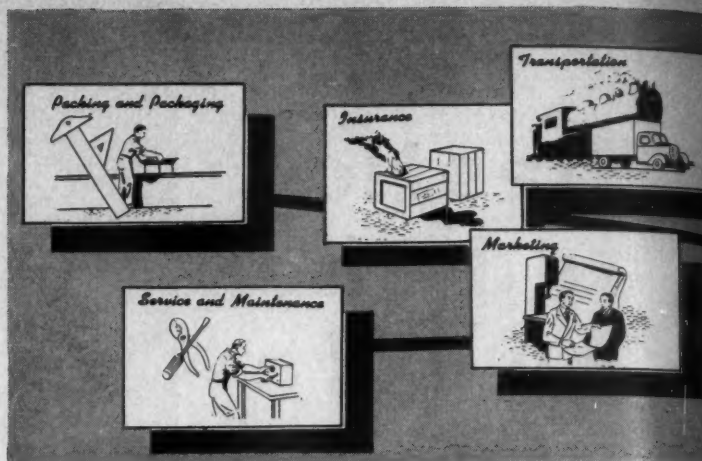
Story of an Industry, "about 30 basic plastic products have been developed which lend themselves to hundreds of formulations."

While I confess my lack of technical knowledge of the field, I still presume to question the advisability of keeping alive so many different plastic products, many of which seem to be closely related in composition and in characteristics. With at least 30 basic plastic materials from which to make a choice, is there any wonder that the buying and merchandising executives of retail stores so often throw up their hands in horror and declare their indifference or their outright opposition to purchasing plastic products for resale to their customers? When a retailer is offered a choice of articles manufactured from a bewildering array of materials, the names of which he can't even pronounce, such as allyes, aminos, aniline formaldehydes, phenolics, phenol furfurals,

(Continued on Page 80)



By E. A. MATTISON
Executive Vice President
Bank of America



Financing Distribution

WHEN asked by the editor for an article on the financing of the distribution of consumer goods, this banker's thoughts went ambling back over the years to the period when the masses of our people were asking why they should be laid off from work when consumers still wanted to consume and manufacturers still want to manufacture. Writers in the press and voices on the radio began to say that the country potentially was as wealthy as it had always been. Both the will to produce and the desire to consume were present. The missing link, it was sagely stated, was proper distribution of goods to the ultimate consumer.

There were more missing links than that, of course. But this line of thought does point up what might be called the essential trinity of our industrial economy: Production, Distribution, Finance. There is not much point in manufacturing goods without means of distribution which includes marketing techniques; hardly possible to do either without financing.

Financing is the modern means of arranging for barter of goods and services. Financing is the means through which the standard of living has been raised from the

bare existence of the Stone Age, where a man's only trading was with his neighbor, to the Jet Propulsion Age, where trading between an American, an Englishman, a Chinese and a Turk can be accomplished with the stroke of a pen, a simple act which sets in motion vast processes of global organization.

Jet Propulsion

Come to think of it, jet propulsion is not a bad simile. The force which sends a jet plane hurtling through the air seems to be mostly power formula. The power which propels business is mostly financing formula. Both require the observance of certain conditions and the employment of factors created for the purpose. Both provide the means for going places.

Modern, progressive bankers have set up financing formulas for virtually every aspect of production and distribution of industrial and consumer products. If an existing formula does not fill the need, one usually can be worked out if a business is sound.

We do not need to discuss the financing of production here. We start with the assumption that the goods have been produced and that

they are ready for the distributor. Now someone rises to ask: What kind of distributor? The sales-promotion man or the fellow who handles the shipping?

Since both are in the picture, the banker's services are available to both. With the second fellow the problem is simple. He keeps his banker informed of his financial status in the usual way; when he needs operating funds he gets them in the form of a regular commercial loan on the basis of his reputation; if his needs are a little unusual, such as some additional equipment to care for growing business, he can even get capital loans from some banks. In other words, the going concern, efficiently operated, rarely needs to go to anyone but a good banker for financing services.

The fellow setting up a new business should provide himself with "venture" capital with which to acquire plant and principal equipment. This money can be his own, or partly his own and partly furnished by investors or partners. Then, on a showing to his banker that he has the necessary know-how, a good reputation for bill paying, and some acceptable evidence indicating he will have some earnings wherewith to service his



of Consumer Goods

debts, he can tap the same source of operating funds as the well established fellow.

Lest this look too easy, let us point again to that phrase "necessary know-how." That includes management ability. The fact that a man is a good mechanic or a smooth truck driver is no assurance that he can operate a fleet of trucks successfully; a good skipper is not necessarily a shrewd ship operator; ability to fly a C-54 is no guarantee of ability to manage an airline. More business failures are due to lack of management skill than to any other single cause.

Therefore, your banker's advice, if you want to embark in the shipping or marketing or any other kind of business on your own account, is to learn something about management.

Now to the field of marketing. This is a field in which the financial assistance of banks has risen to new heights of efficiency and imagination in recent years. This particular banker-author happens to be associated with an institution which has developed financing services for marketing operations to that well known 'nth degree and has watched with much interest the spread of its techniques

Modern banking has set up financing formulas for virtually every aspect of the production and distribution of industrial and consumer products. If an existing formula does not fill the need, one usually can be worked out if a business is sound.

over ever-widening areas of the country.

These specialized services are available to the manufacturer, the sales-distributor and the retail dealer in virtually the entire consumer goods field. For the manufacturer, in addition to the ordinary commercial loans, there are loans against accounts receivable or against warehouse receipts for inventory or finished goods to provide working funds, and there are term loans or serial loans for capital purposes such as expansion, new equipment, etc.

Commercial Loans

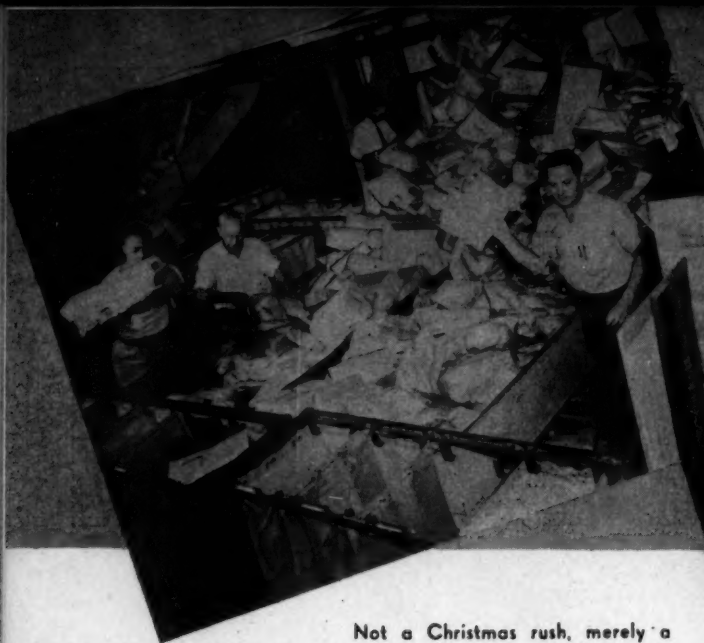
For the sales distributor there are all the above services, of which perhaps the arrangement for loans against warehouse receipts is one of the most useful. Sometimes faced with the necessity of buying in carload lots, the distributor may have the bank lighten his financial load by converting warehouse re-

ceipts into cash. As goods are sold they are released by the bank on repayment to the bank of the agreed value of the goods released. This arrangement, as is the case with many of the others, is subject to modification according to individual circumstances.

For the retail dealer the bank offers usual commercial loans, warehouse receipt financing, "flooring" loans to help the dealer acquire his stock, and the financing of consumer purchases either through the purchase of the dealer's installment paper or through the execution of a contract with the consumer direct. Retail installment contracts purchased by the bank may be made either with or without recourse, a technical arrangement which determines whether the bank or the dealer shall be burdened with repossession or collections in the case of delinquencies.

Another service to the dealer made available by your progressive

(Continued on Page 74)



Not a Christmas rush, merely a typical day in a corner of the post office building, Aldens, Chicago.



One of the first steps in mail order delivery is packing. The packer above is folding women's blouses.

New Trend

ONE of the most powerful and far reaching instruments of distribution in our modern business world is the mail order catalog, faithful mirror of our complex and changing civilization for more than 50 years.

The place of the mail order catalog in our everyday life is unique. It is as American as hot dogs, apple pie and the slang word "yeah." It is known to city dweller, suburbanite and country cousin alike. It is eagerly awaited and avidly read by more people than our well-publicized best sellers. It helps to establish styles, and enables millions in even the remotest of areas to enjoy the fruits of our mass production system.

For years, mail order catalogs have followed a somewhat general pattern. This was particularly true during the war years. Now, as the nation reconverts to peacetime economy, the catalog also has reconverted, and has added some new and interesting fillups as well.

Outstanding example of how a

By J. DAVIS SCOTT

Special Feature Writer

mail order catalog can be dressed up and given that "extra something" that makes for good merchandising is the 1946 fall mail order catalog of Aldens Inc. of Chicago, Ill.

Representing nearly two years of research and study, the 618-page, 2¾ lb. Aldens book establishes a new trend in catalogs. The book contains a guide for better living, thus marking the first time that a mail order catalog has included anything but material directly relating to its merchandise.

The guide, designed by a woman's fashion expert and a woman novelist, covers eight different topics and primarily is aimed to appeal to the woman customer.

Aldens (formerly known as the Chicago Mail Order Co.) has long recognized the marketing fact that an overwhelming percentage of its mail orders come from the women buyers of the nation.

The lady of the house is interested in many things. Basically, her most important interests are her children, her home, her husband and her fashions. Aldens manual has kept these factors in mind. To assist the woman customer in being a better informed mother the book has included such topics as "How to Keep Baby Healthy and Happy," and "How to Enjoy Your Growing Children." To stimulate her interest in home making there's a topic titled "How to Make the Most of

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In the shoe department, stamped boxes are dropped on a conveyor leading into the shipping room.

This catalog attracts interest, even among employees. A fashion display is the chief attraction here.

in Catalogs

The mail order catalog is as American as hot dogs and apple pie. It is known to city dweller, suburbanite and country cousin alike. It helps to establish styles, and enables millions to enjoy the fruits of our mass production system. Far from being dated, it is waxing stronger and more colorful.

Your Home" and to advise her daughters there's another department under the heading "How to be the Smoothest Teen in Town." All women like their men to look their best, and so there are two pages of hints on this topic, too. For the lady, herself, there are pages of things headed "How to Look Your Loveliest for the New Fashions," "How to Create New Magic with Your Fashions," and "How to Achieve the New Slim-Fashion Look." By printing the pages on blue paper and illustrating them profusely, the guide has an additional appeal.

"This was no hasty last-minute job," explained Robert W. Jackson, Aldens president. "For nearly 24 months Aldens cast about for

ideas to make its catalog a more lasting part of the American scene," he said. "The company wanted something to give the catalog greater value, something to make it, in a sense, a reference book for the woman customer and her varied interests."

Margaret Rivers, a writer for several nationally known women's magazines and a fashion consultant, and Elizabeth Foster, woman novelist with a half dozen books to her name, began the project and then joined efforts with 125 members of the company's staff to put out the guide.

While the guide constitutes a new approach in mail order merchandising the older and proven methods of catalog presentation

have not been overlooked. The new Aldens book might well be used as a textbook by the merchant who uses catalogs to aid distribution or one who may be considering the institution of catalogs as a business builder.

Literally, there's a touch of the showmanship of the theatre in the book. A bevy of beautiful Powers and Conover models, who were specially flown to "perfectly sunlit" Phoenix, Ariz., for the picture taking assignments, appear throughout, attired in the latest of fashions. The format features these models in 10 pages of full color photographs in succession without copy, thus presenting a complete line of merchandise in pictures before effort is made to sell. This portion is aptly titled the "panoramic stopper" section.

Aldens main objective in selling by catalog is to simulate as closely as possible with the medium at hand over-the-counter selling in a retail store. All selling is in the book, or through books, from the educational-institutional process of

telling the advantages of buying by catalog, to point-of-purchase selling. A distinct realization that the catalog is a complete store is one of the first requirements of this selling technique. From there the firm follows the pattern sequence that divides the catalog by departments, line of merchandise and age, just as does a retail store, adapted, of course, to the fact that a catalog is not spread out over a large acreage but is a capsule form of store between covers.

The sequence of the book provides for color pages at fairly regular intervals. However, these intervals are not selected because of the requirements for regularity but because the merchandise selected for color lends itself best to color.

The technique in the Aldens fashion department is to place by far the most emphasis on the picture and less emphasis on copy because style, the important thing, is indicated by illustration. On ordinary staples the emphasis on copy and picture is about equal and on heavy mechanical goods with well-defined construction features the preponderance of the emphasis is on copy.

Mail order cataloging has come a long way from the one-page sheet issued by the world's first mail order house in 1872, seven years after the end of the Civil War. Contrary to opinion in some quarters, it is becoming an even stronger medium of sales and distribution as the years roll by.

The next 25 years will see many of today's catalog trends becoming a reality.

Looking Ahead

G. J. Cullinan, Aldens vice president and an avid student of cataloging, believes that within the next two decades "all catalog houses will offer an assortment of merchandise in all price ranges up to and even beyond the middle price bracket and in many lines will actually offer good assortments of the highest priced and custom built merchandise . . . catalogs will range from 1000 to 1500 pages . . . and will be of sectional rather than national nature."

He foresees, too, "catalog merchandise of the near future designed to suit all classes of people, urban, as well as small town and rural . . . the physical catalog it-

self completely in color on slick paper of heavy weight with a permanent hard cover . . . with all illustrations photographed and all copy and promotions in complete story style stated newsily and dramatically, but factually and informatively as well, outlining all the uses and benefits of the merchandise shown." He feels there will be "a strong tendency towards showing only one illustration on most pages so that the copy and pictorial story will be complete."

Mr. Cullinan also looks for "re-evaluation of store lines by customer sampling to protect the firm in its broad assortment of merchandise. He expects that there will be supplementary books, Spring and Christmas catalogs, of larger size and in complete color," and that there will be "more and better catalogs issued by all mail order companies," probably as many as 50 catalogs a year.

"In operating, distribution and service there will be pronounced changes," he says. "The order blank may be stylized, perhaps will be greatly increased in number, with a certain simple kind for each type of merchandise. Postage may be eliminated.

"Buying services such as credit, C. O. D. and charge accounts could be offered without charge to the customer in the same manner as they are now offered in metropolitan stores. This could be done without fear of excessive loss because under the highly systematized record and tabulatory plan of customer control now used, the foreseeable bad debt loss is more than offset by the reduction in the percentage of catalog selling cost resulting from the normal increase in sales from customers converted to using credit, C. O. D. or charge accounts.

"Air freight, teletype, telephone, far flung catalog service units, backed up by branch houses to serve major areas, and changes in the internal handling of orders to an assembly line operation will tend to bring the catalog house on a one-day service basis with all customers no matter where located," he says.

Airborne Telethrift Shopping Service

IN a move calculated to have far reaching effects on scheduled air freight and the potentialities of parcel post by air, the Sears Roebuck Co. of Denver has inaugurated an "airborne telethrift shopping" service. In collaboration with officials of Continental Air Lines, arrangements were completed to provide overnight delivery by air to buyers in Pueblo, Colorado Springs, and Denver from the Kansas City warehouse of the mail order house.

"Catalog" buyers in these cities and surrounding communities of western Colorado can now purchase the usual items by telephoning the "airborne telethrift" divisions of the Sears stores in any of the three cities, where purchases are relayed at 2 p. m. daily by direct wire to the Kansas City warehouse.

In Kansas City the "Airborne" purchases are given preference over the routine mail orders by their immediate selection from stock and packaging in one hour, compared with three and one-half hours consumed in the normal processing of mail orders. "Airborne" shipments are then consolidated in canvas containers assigned to the individual cities, speeded to the airport and placed aboard the early evening flights

of Continental Air Lines. Delivery is made to the customer in the three Colorado cities early the following morning by a fleet of motorized package delivery trucks.

The consumer, pays only the catalog price of the merchandise plus a small delivery charge based on a scale of 15c for shipments up to 5 lb., 20c for shipments up to 15 lb. with continued reductions in rates to a 90c charge for a 100 lb package.

The "airborne telethrift shopping" service is the result of many months of research and marketing surveys by the Continental Air Lines group in Denver and Sears executives. Installation of an extensive teletype and telephone system between the Colorado cities and Kansas City was necessary to provide the fast and direct communication service essential for efficient operation of the plan.

This method of "catalog" merchandising, geared to the speed of air transportation, is the brain child of John A. Smith, Continental Air Lines' cargo sales manager, who has been prominently associated with air shipping for the past 10 years, and James E. Pori, sales promotion manager of the Sears store in Denver.

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A route salesman of Jewel Tea Co., Inc. Wartime emergency measures have made his work more efficient and more profitable.

o o o



Wartime Efficiency Is Here to Stay



Each wartime problem brought with it an opportunity to effect permanent distribution economies. This article shows how one company expects to improve its competitive position by retaining certain "emergency" measures and applying them to current business practice.

By H. W. DOTTS

Vice President & Sales Manager
Jewel Tea Co., Inc.
Barrington, Ill.

RESTRICTIONS and pressures created during the war forced many companies to try new policies and to make changes in old policies which, at the time, seemed like temporary emergency measures. However, in many cases, the new way proved

superior to the old way of doing things.

Some wartime changes which have "come to stay" at Jewel Tea Co. are:

1. Reduction in delivery car mileage.
2. Increase in the production of

salesmen through improvements in the delivery car.

3. Adoption of new merchandising policies.

4. Development of better working conditions.

5. Inauguration of centralized training for new employees.

6. Decentralized control, with more responsibility and initiative expected from field management.

Every two weeks, Jewel Tea Co. serves over 700,000 customers in their homes. This is accomplished by 1,640 salesmen who operate light panel trucks and who receive weekly from 80 branch warehouses the goods which they deliver to their customers. The salesmen are employed by the company on a salary plus commissions payment plan. Equipment is supplied and operating expenses are paid by the company.

When the war started, our company was operating 1,660 home-

service delivery routes, with an average of 208 mi. a week a route. When Office of Defense Transportation issued its directive which allowed our type of business only 75 percent of prewar gasoline requirements, and which also demanded a reduction of 25 percent in over-the-road mileage to qualify for our gas rations, we thought that we were doomed.

Reduced Mileage

However, we found that by making a few changes, we could reduce our mileage; not by 25 percent but by 40 percent; a drop from the 156 mi. a week a route which ODT would have allowed, to 125 mi. These changes included the closing out of a few distance accounts; making the headquarters of each car in the center of the route, instead of at the salesman's home or at the branch warehouse; and by having a salesman use public transportation instead of driving home, if he found himself more

than 15 mi. from his headquarters at the close of the business day.

Through these experiences we learned how to gain more selling time for a salesman. We are continuing in this direction through further concentration of our trading areas. Our salesmen appreciate relief from long morning drives to their routes, and they continue to keep their cars in the center of their territories. Recently we increased the drive-home maximum from 15 to 25 mi., and our mileage thereby has gone up to 145. But we are operating, and expect to continue to operate at less than 75 percent of our prewar mileage.

During the war we made a special study of the efficiency of our equipment, not only from the standpoint of operating costs but also from the standpoint of the efficiency of our salesmen. We have been using the panel type delivery car because it has been cheaper to operate and less expensive to buy. However, we found that our sales-

men, who were making at least 50 calls a day, were losing time getting in and out of the car and in assembling orders for their customers.

The bucket type seat of the sedan delivery unit puts the driver in a semi-reclining position which makes it difficult for him to get in and out. It hides the road from the sight of the driver of average height for a distance of 40 ft. directly in front of the car, and for a greater distance in the case of a shorter driver. It presents a serious accident hazard. The low panel body ceiling makes it difficult for the salesman to select the customer's orders. We are certain that we can increase a salesman's productive selling time by at least 10 percent, by giving him a cab-over-motor body with a seat located where he can get into it easily, and with a package section with ceiling high enough for him to stand erect while picking customer's orders. We have had one such body built for tests, and we are experimenting with it now.

Jewel has always had a "money back guarantee" policy. This policy is expensive, and the company has maintained a higher than average gross margin to compensate for it. When war price ceilings were established, our prices were often reduced when sometimes they could have been increased. Today 40 percent of our grocery items are selling for less than they did in 1942.

An Experiment

As an experiment in how price may affect volume of sales, we have set up a "pilot" branch of 21 routes in what is considered tough territory along the Mississippi River from Dubuque to Muscatine, where we are selling our regular line of groceries and housewares at chain store and department store prices. This experiment, in which we have given our customers chain store prices on foods, department store prices on housewares, unlimited guarantee and the premium which has been traditional with Jewel, has increased our volume substantially. We are

(Continued on Page 82)

"Meet Me at the Fair . . ."



Revival of that typically American institution, the state fair, is an assured fact this year, according to a recent survey conducted by Grocery Mfrs. of America, Inc.

"As processors and sellers of the things the farmer grows, grocery manufacturers more than any other branch of industry welcome the return of the state fair," declared Paul S. Willis, president, GMA. "They offer a great show window for the

display of the best that agriculture and industry can produce. And there are few occasions better adapted to impressing the millions who visit these exhibits with how closely interrelated we all are."

Reports to GMA indicate that at least 24 states will stage fairs this year. Without exception, they anticipate record attendances. This is in contrast to last year, when very few of the regular state fairs were held.



Washington's Appraisal of SUPPLY AND DEMAND

All governmental agencies paint an optimistic picture of production, but between the lines of official reports are ominous shadows of shortages in basic raw materials and productive facilities. In short, supply is not yet adequate to meet demand.

THE Census of 1946, which was confidently expected to reveal the marketing trends in consumer goods, was blotted out by Congress. Aside from its serious implications to the national economy, the elimination of the funds will seriously shrink various aspects of the plans confidently prepared by the Commerce Department.

There is a plan afoot to go back to Congress at the next session with an appeal to provide funds to undertake a Census of Manufacturers and several marketing surveys next year, which would make the results available in 1948; but there is considerable doubt whether Congress will comply.

Some facts, indicating consumer marketing trends, have been gathered the past year, or 18 months, by the Department of Commerce, the Department of Agriculture, the Federal Reserve Board, OPA, Civilian Production Administration, Federal Trade Commission, Interstate Commerce Commission, the U. S. Tariff Commission, and other agencies. A study of these fragmentary data reveal definite over-all trends. The synthesis

By ARNOLD KRUCKMAN

Washington Correspondent

shows that retail sales since the start of 1946 have jumped not less than 30 percent and often up to 125 percent over last year. The significance of the trend is emphasized by government observers in the statement that a depression usually starts when consumers become afraid to buy their usual quota of consumable goods.

Despite strikes and other economic troubles, Civilian Production Administration reports all-time highs for monthly production were reached in tires, men's suits, vacuum cleaners, electric irons, and washing machines; very high peaks were reached in production of automobiles, trucks, women's hose, sewing machines, domestic mechanical refrigerators, electric ranges, gas ranges, and radio sets.

To understand the realism of these statements it is necessary also to grasp the idea that this high production was achieved by manufacturers who drew upon their inventories, which, Commerce re-

ports, gave manufacturers' shipments in May a total value of \$9,900,000,000, of which \$4,100,000,000 is represented by durable goods. The figures for April were about the same. In May, and early in June, the inventory materials apparently began to run down, in some quarters, and could not be easily replaced. Domestic refrigerators still climbed as much as 37 percent, but vacuum cleaners, gas ranges, and trucks perceptibly declined. With the exception of refrigerators there were no marked increases in the production of consumer goods.

As a matter of fact almost everything which involved fractional horsepower motors, copper, steel, lead, zinc, rubber, and plastic parts, either stood still or began to go backward. Sewing machines, for instance, depending on motors, electrical components, and lumber for cabinets, have not yet been able to attain even 50 percent of the rate of prewar production. Electrical ranges, also largely dependent upon electrical components and copper products, including the badly needed wire products, are still

(Continued on Page 86)

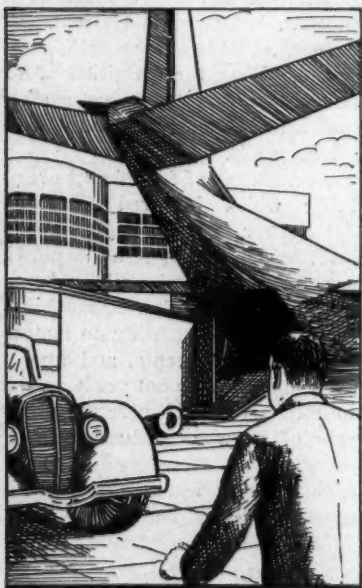
Shipping Perishables By Air

Certain things must be accomplished or large-scale perishable shipments by air will never be realized. These things concern equipment and facilities, carrier performance, costs and rates, packing and loading, refrigeration, market distribution and consumer acceptance.

FOR more than a year we have had considerable quantities of fresh fruits and vegetables shipped as air cargo. The experimental shipments of the Ralph E. Meyers Co. of California have been the most publicized, but there have been many others from all parts of the country. Airlines, contract carriers and other types of non-scheduled operators have been sharing in the business and there has been enough experience gained so that it may be seen that certain things must be accomplished or large scale perishable shipping by air will never come about. These may be summarized as follows:

EQUIPMENT AND FACILITIES: 1.

The jobber handling airborne perishables must be prepared to unload plane rapidly.



By **JOHN H. FREDERICK**
Air Cargo Consultant

To engage successfully in large scale commercial hauling of fresh fruits and vegetables, airplanes:

A. Must be able to carry a minimum payload of 18,000 lb., preferably more.

B. Must be equipped or insulated for temperature control within a range of 36 deg. to 42 deg. F., even if the addition of control equipment means an increase in dead weight.

C. Must be built to accommodate palletized loading, partly for speed in loading but especially so that lading can be predetermined on the basis of varying densities, and arranged automatically for balance and to accommodate precisely plane's center of gravity.

D. Should be designed and built so as to provide a cubical (or rectangular parallelepiped) loading space, as opposed to the cylindrical shaped fuselage interior; now available on most transport planes, this specification is indicated not only for perishable loadings, but for all air freight merchandise.

E. Should have a "clear through" cargo space, unbroken by wing construction; this presupposes either high or low wing construction.

F. Should be constructed so as to permit level loading and unloading at customary truck heights.

2. Present airport facilities are insufficient and inadequate to accommodate a considerably heavier

flow of air cargo traffic, including fresh fruits and vegetables.

A. Existing commercial airports either will have to be reconstructed to accommodate heavier loads, or new fields with longer and stronger runways will have to be built to handle airborne perishable shipments in any appreciable tonnage.

B. Any and all airport facilities, to accommodate successfully fresh fruit and vegetable shipping, should be equipped with:

a. Refrigerated air conditioning equipment as well as heating devices to hold lading temperatures at desired levels during scheduled and unscheduled stops and delays,
(Continued on Page 57)

The product will have to be protected on the display shelves of the retail store.





Airfreight SAVES MONEY

FOR BUZZA-CARDOZO OF HOLLYWOOD



Timeliness, an essential in
the greeting card industry,
is assured by daily use of

Airfreight

Where speed is the need, American Airlines Airfreight is the answer.

Latest proof comes from George Buzza, president of Buzza-Cardozo of Hollywood, producer of fine quality, hand-painted greeting cards on the West Coast. Shipping by air, more than 100,000 pounds per year, saves money and serves customers better, says Mr. Buzza. He writes:

"We have eliminated costly shipping depots and heavy inventories that were constantly out of balance.

"We have eliminated critical shortages and back orders that were a source of disappointment to our dealers and to ourselves.

"We feel that we have built up good will between our dealers and ourselves, and we have been able to keep our inventories constantly fresh with current and up-to-date numbers with a minimum investment."

Hundreds of other shippers are using the speed, economy and flexibility of Airfreight on products ranging from shoes to fashions, engine parts to fruits. The complete facts, including American's new reduced rates, will interest you. Call your nearest American Airlines office.



AMERICAN AIRLINES



From this clean, neat stockroom, a door leads directly into the repair shop. Time is saved by the arrangement.

Fleet Garage

Part 2—Grouping Replacement Parts According to Use.

By HENRY LEWIS

Special Correspondent

THE most difficult and perhaps the main part of the job was then begun, assembling the bins, placing partitions so as to make the right size of compartments, and putting away actual motor parts. Each compartment had to be large enough to hold all the stock of each item which would be carried regularly.

The company, wisely, had standardized on one make of trucks and tractors, with one exception. Replacement parts from only one manufacturer constituted almost the entire stock. This made it possible to carry a much more complete supply of parts and more of each than would have been the case had the fleet consisted of varied makes of trucks. This in-

creased efficiency not only through the large supply and the simplicity in replacement of parts, but mechanics became more familiar with the trucks and tractors of one make and were able to make greater speed in repairs.

After consultation, it was decided to group replacement parts according to their use on the equipment. Engine sections contained oil and water pump parts; valves and springs; pistons, rings, rods, bushings and the like. Other sections were for clutches; still others for transmissions, and some were for differentials.

This method of grouping was preferred to consecutive numbers because the factory number does not always appear on parts, or

cannot be deciphered, and a mechanic would be compelled then to fathom the manufacturer's catalog to find the number. If the fleet contains several models, there is a catalog for each model. Sometimes an experienced stock man is hard put to find the right number in a catalog, much less a mechanic who is not familiar with them and who may have his hands covered with grease or oil. Again, some parts, such as roller bearings, might contain only the number of the bearing factory and cross references would have to be searched.

Although the fleet consisted of only one make of trucks and tractors, more than half a dozen different model numbers were in use, depending on the size. Williams had determined that each class of parts would be found in only one place. Thus, engine, clutch, transmission and other parts of each model were grouped in their appropriate sections for that class of parts. He had determined also that any one part of one kind should be found in only one place.

Now entered another complication. The parts for one model might be interchangeable with other models; the parts for some places on a truck might be used at other places on that truck. Wheel bearings, for instance, might be the same size as those in the differential. Unless the supply of each part was concentrated, it might be possible to assume the stock was out of that part. Equipment repairs might well be delayed for a hurried trip to the factory branch, only to find the branch did not have the part on hand. And all the time, the required part could be on hand in another bin. It is seldom feasible for a transportation company to maintain a perpetual book inventory, so the difficulty of taking inventory when

(Continued on Page 40)



Simple formula for low-cost hauling... a load, a road, a Studebaker truck!

YOU know you've put a real producer on your working force, the very first day a powerful, versatile, soundly built new Studebaker truck goes on the job.

Your daily cost records immediately begin to confirm your good judgment. And, month after month, your books keep on convincing you that there's nothing like Studebaker truck engineering to provide operating economy that really counts.

Proving ground research pays off

There's no mysterious wizardry behind a Studebaker truck's almost uncanny ability to go easy on gas, tires, oil and repairs.

These savings are the accumulated result of years of patient, practical, and often brilliant, research in Studebaker's great engineering laboratories and on the unique, 800-acre, million-dollar Studebaker proving ground.

World's finest truck craftsmanship

Your investment in a Studebaker truck gives you a full-fledged, quality team-mate of more than 200,000 tough Studebaker transport vehicles that served spectacularly at the fighting fronts.

This remarkable stand-up stamina stems straight from superlative Studebaker craftsmanship—much of it the proud accomplishment of fathers and sons working side by side.

Demand for new Studebaker trucks still exceeds the supply—but your prospect of obtaining what you need is gradually improving. Get in touch with your nearby Studebaker dealer for information.

STUDEBAKER

South Bend 27, Indiana, U. S. A.

BUILDER OF TRUCKS YOU CAN TRUST



Pictured here is the popular half-ton Studebaker Coupe Express Pick-up Truck—it's a rugged team-mate of the one-ton model illustrated at the top of this advertisement. Studebaker is also building sturdy, powerful heavy-duty-model trucks, available as cab and chassis in several wheelbases for standard stake or special bodies.

the same part is found in several places will be apparent.

Painstakingly, with the help of a skilled mechanic, Williams proceeded to arrange the motor parts. The tag for each bin was labelled with the factory description as it appeared in the catalog. They listed the models on which the part would fit and if used on different places of the same vehicle, that was indicated. If the catalog showed different numbers for the same part, which sometimes happened, both numbers were shown. When the part was made by some manufacturer other than the truck factory, that manufacturer's name and number was shown and also the truck factory number.

Bearings

Roller bearings were especially difficult. Some were made by the truck factory, some by Timken, some by Hyatt and others by different companies. Some were used in three different places on the same vehicle and some were interchangeable with some models and not with others. Many times the truck factory catalog recorded only its own number, but reference to a cross reference catalog of bearings showed that a number belonging to another manufacturer was interchangeable; sometimes

those of several other manufacturers. This was valuable information in case the factory branch did not have the bearing in stock. Some bearings looked exactly like others to the eye or even seemed to measure the same, but would not fit on different models.

Sections

Section after section, the parts were classified and put away. And day after day, the maintenance work went on as usual. As the sections were finished, however, one by one, the benefits of the new arrangement began to make themselves felt. Delays were more infrequent and the pattern of the stockroom unrolled before the pleased mechanics' eyes.

It is unnecessary to detail all that followed. Cab and body fittings, door parts, felts, rubbers and the myriad items that comprise a truck were put away, classified and labelled. Separate sections were provided for oil hauling trucks with their pumps and meters.

Interesting problems arose, requiring pure invention. For instance, the bin sections were 3-ft. wide inside. It was planned to put radiator hose on shelves according to the size of hose. Then it was found that the hose was a couple

inches too long for the bin as it came from the factory. The hose came in different diameters and was bulky. As pieces were cut off, short lengths were left. It was hard to keep the hose orderly. Riding home one night, Williams got an idea. Next morning he ordered the end panel of an end section removed so that access to the shelves might be made from the end and also from the side. This solved that problem and also another, because welding rods were handled the same way. Shelves for the rods were divided into 4-in. sq. pigeon holes extending lengthwise of the shelves.

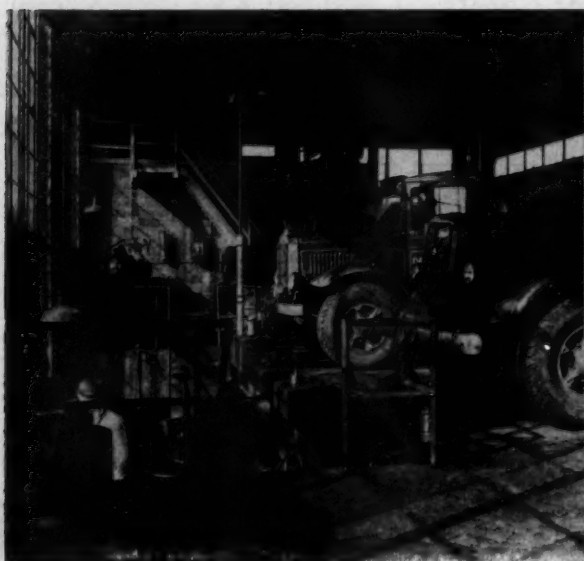
Brakes

Brakes received special treatment. It was planned to have the stockroom man apply brake lining at odd times. Furthermore, there must be a stock of brake lining, shoes and rivets of exact size. Small rivets are easy to get mixed. If too long a rivet is used, it will wear the drum. Hence the rivets must be carefully separated. If such work was done in the shop, time would be lost getting the various supplies together and there would be a greater chance of using the wrong sized rivets.

(Continued on Page 75)

Dairylea garage, Middletown, N. Y., a truck maintenance point.

Trucks springs are greased at an Esso station near Bedford, Pa.



SERVING YOU THROUGH SCIENCE

U.S. ROYAL *Fleetway*

with its three-way control
means lower cost per mile



U. S. FLEETWAY

1. **WIDE FLAT TREAD.** Better load distribution... Improved non-skid protection... Longer wear.
2. **VENTILATING WINDOWS.** Reduce heat build-up—make cooler, longer-running tires.
3. **LONG-LIFE BODY.** Better blow-out protection and more recaps.
4. **"U.S." SAFETY-BONDED CORD PILES.** Individual cords are "webbed" together—yet completely "insulated" one from the other.
5. **SHOCK PADS.** Cushion body—reduce impact injuries.

First of all, "U.S." controls the raw materials, and every step in manufacture...to assure a *sturdier, longer-wearing, all-purpose* truck tire.

U. S. FLEET SERVICE



Second, skilled tire maintenance through "U.S."-developed Fleet Service gets the *most* out of *every* tire on your fleet...stretches tire dollars by cutting mileage costs. An exclusive with your U.S. Tire Dealer.



And on top of that, *economy* is built into the rugged Fleetway carcass... designed for more and safer mileage with *extra* recaps...particularly with USCAP, the top quality recapping system developed and controlled by "U.S."

This three-way quality control adds up to a better tire
with longer mileage at **LOWER COST PER MILE!**

UNITED STATES RUBBER COMPANY

1230 AVENUE OF THE AMERICAS • ROCKEFELLER CENTER • NEW YORK 20, N. Y.



A 700 lb. load of cement is all in the day's work for this cast aluminum hand truck fitted with roller bearings and rubber tires.



Fork trucks permit the utilization of "vertical air rights" at warehouse of G. C. Murphy & Co. variety store, McKeesports, Pa.

Small Handling Problems

The use of special devices for handling, storing and delivering consumer goods is on the increase. While direct savings cannot always be cited to justify the purchase of this equipment, its use is recommended to insure safety both to commodities and personnel.

IN handling large volume in production and distribution, it is possible to apply the principles of materials handling in various ways, to accomplish results that will liquidate quickly the investment on the equipment.

However, in the manufacture and distribution of consumer goods, the problem is divided into two or more parts. For example, consumer goods can be produced in large quantities which permit handling with the most up-to-date methods, but after they are placed in storage, and are ready for shipment, either to dealer or consumer, the volume to be handled breaks down into such small units that the

By MATTHEW W. POTTS

Materials Handling Consultant

materials handling equipment is used to assist the man from the point of safety and fatigue, rather than as a space and money-saving system. The main element to consider is time and safety for the individuals using the equipment.

For example, bottled beverages, at the main plant are manufactured in large volume. Conveyors are used to handle the cases, bottles, etc. through the various manufacturing processes. When the cases are delivered from the pack-

ing machine they can be handled either by conveyors or by a fork-truck-pallet-system into storage and rehandled mechanically for the loading of the manufacturer's truck for distribution to the distributor.

At this point, the breakdown occurs which requires entirely different handling methods, because the distributor is likely to handle several different makes of beverages. Usually, this does not justify an elaborate conveyor system. It is necessary for him to consider his outgoing problem as well as his incoming problem of handling. This can be overcome by using the same

(Continued on Page 76)

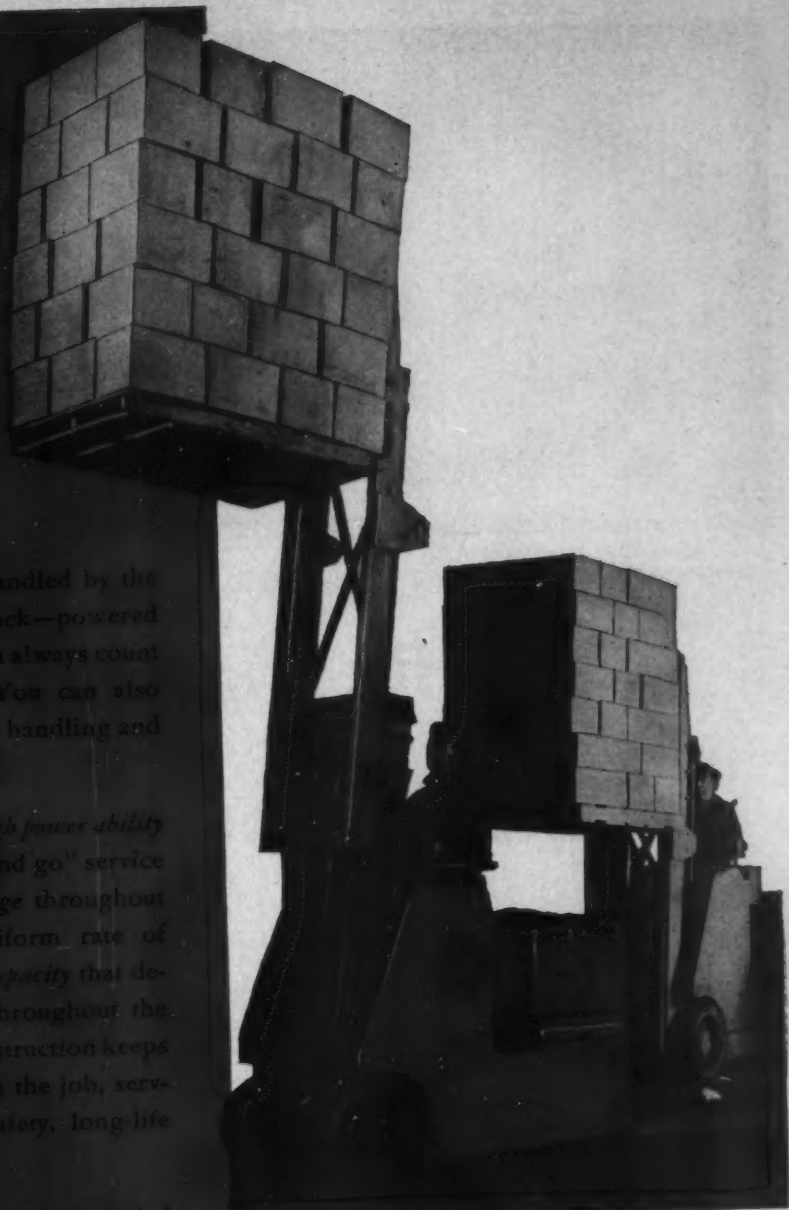
EXIDE-IRONCLAD POWER MEANS ALL-DAY-LONG POWER

When your materials are handled by the efficient electric industrial truck—powered by Exide-Ironclads—you can always count on full shift availability. You can also count on faster, safer, easier handling and at a lower cost.

Exide-Ironclads have the *high power ability* needed for frequent "stop and go" service ... a *high maintained voltage* throughout discharge, assuring a uniform rate of operations ... and a *high capacity* that delivers peak performance throughout the shift. And their rugged construction keeps Exide-Ironclads steadily on the job, serving with dependability, safety, long-life and ease of maintenance.

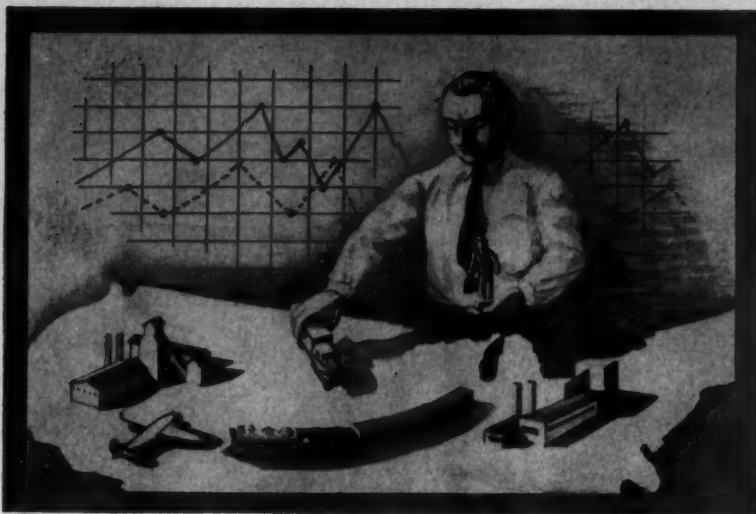
Write us for a FREE copy of Exide-Ironclad TOPICS which contains "Case Studies" of materials handling problems. Tells how to cut handling costs up to 50% ... covers latest developments in handling materials from receiving to shipping.

THE ELECTRIC STORAGE BATTERY CO.
Philadelphia 32
Exide Batteries of Canada, Limited, Toronto



DEPENDABLE POWER





Knowledge of rates, routes and classifications often enable traffic managers to cut corners and marketing costs and to overcome transportation difficulties and competitive sales obstacles.

By HENRY G. ELWELL

Traffic Consultant

Traffic Management Can Cut Selling Costs

If supplies are not shifted in a steady stream to manufacturers production will be impeded. If finished products are not promptly delivered in quantities sufficient to meet needs, marketing will be hampered and consumption will be checked. Transportation is indispensable where marketing is concerned inasmuch as the latter is not completed until transfer is accomplished. Invariably, where transportation factors are present it is advisable to depend on experienced traffic management.

In the first place, a manufacturing organization, whether it sells "f.o.b. origin," or "f.o.b. destination," which makes use of the facilities of a traffic department is in a better position to secure and retain customers than competitors which do not. On the other hand, if rival firms do rely on traffic management to assist them in marketing, the manufacturing establishment which fails to seek like help will be seriously handicapped.

With a factory on the Atlantic

seaboard, and faced with keen opposition, a manufacturer of a consumer product had been trying for several years to build up carload shipments to cities in New York, Ohio, Indiana, Illinois, and Wisconsin. Despite strenuous marketing efforts he failed to achieve the desired goal because of the higher less than carload freight rates as compared with the carload rates. Finally he decided to consult a traffic department. After examining the various angles the traffic department recommended that the manufacturer make use of the stop-off-for-unloading privilege, and it furnished correct carload rates and routes. At the start shipments were made to two cities, and soon after to two others. Within a year the manufacturer was shipping to nine cities at carload rates. Later the number increased to over one hundred destinations.

Shipments of the manufacturer's product to points in the states mentioned continued to increase to the extent that it seemed desirable

to establish a branch factory. After tentative designations embracing several mid-west towns the manufacturer again turned to the traffic department. That department then prepared a detailed comparison of freight rates, rail and truck service, and other items, and included maps showing the marketing area, in relation to transportation, of each of the potential plant locations. With all of the facts at hand the manufacturer was in a position to select the place most favorable to his interests.

Here we have described an actual instance where traffic management facilitated the marketing of consumer goods. Traffic procedures, singly, would have been useless. Marketing methods, alone, made little progress. Combined, and in cooperation, the two brought about outstanding results.

Rail and truck classification descriptions of shipments frequently prove to be stumbling blocks to manufacturers in the marketing of

(Continued on Page 83)

HERE'S WHY MORE AND MORE

Movers want *Job-Rated* performance

Your experience with trucks has probably convinced *you* of these facts: you get better performance, greater economy and longer life from trucks that *fit your job!*

Trucks powered with the *right* engine deliver maximum pulling power at minimum cost.

Trucks built with the *right* transmission, clutch, axles, the *right* springs, brakes and every

other unit *to fit the job . . .* perform better, last longer, and operate at rock-bottom cost. To get this kind of economical and dependable performance from *your* next truck, see your Dodge dealer now.

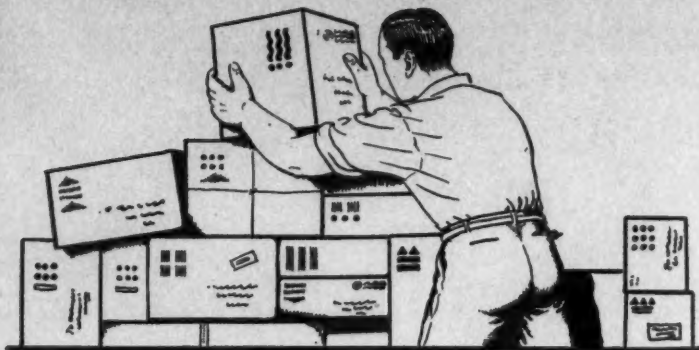
Remember—it's good business to wait for delivery of a truck to fit *your* job—a dependable, long-lasting Dodge *Job-Rated* truck.



DODGE DIVISION OF CHRYSLER CORPORATION

DODGE *Job-Rated* **TRUCKS**

FIT THE JOB . . . LAST LONGER



Color Zoning For Lower Costs

The "checking in" and "sorting out" of packages, crates and cartons for shipment or delivery is time-consuming and expensive. Color zoning, or the setting up of geographical, standardized color zones and the marking of shipments in corresponding colors to indicate destination, is suggested for more efficient and economical distribution.

By DAVID J. WITHERSPOON

Associate Editor

LAST April the following item appeared in *DISTRIBUTION AGE*: "A hidden cost factor in distribution is the expensive and time-consuming business of 'checking in' and 'sorting out' of packages, crates and cartons intended for shipment or delivery. Anyone who has watched these operations must have wondered how much they were adding to shippers' overall costs and how much to the retail price of goods. Robert E. Wright, Sr., Cushman & Dennison, suggests color zoning as a means of reducing these costs. He proposes dividing the country, geographically, into color zones, each with its distinctive color or color combination, and the marking of packages in corresponding colors to indicate destination."

Mr. Wright's suggestion, as was

expected, has been provocative of comment, pro and con. A few shippers, while questioning the feasibility of the suggestion on the ground that it might result in a multiplicity of confusing color combinations, nevertheless want to know more about it, particularly how it is proposed to carry it into execution. Would it be a job for the American Standards Assn., or the politicians, they ask. Would shippers through group action and with the support of major carriers set up national color zone standards for voluntary adoption or would the Congress enact legislation calling for compulsory compliance? Or is it proposed, they ask, that shippers set up their own zoning systems and, if so, would this facilitate rehandling in those cases where the l.c.l. lots of various

shippers came together at a common terminal?

In offering his color zoning suggestion, Mr. Wright states that he had no specific or carefully formulated plan in view. He wanted merely to bring the idea for what it was worth to the attention of shippers and carriers. During the war, he assisted our military forces in setting up and systematizing the use of color to expedite the flow of war supplies to combat zones. His experiences in this connection convinced him, as similar experiences have convinced others, that when used for purposes of easy identification, color can speed up muscular responses in many physical operations. The value of color markings, he believes, was demonstrated in military and naval logistics, which encompassed on a global scale all the activities of peacetime distribution without its competitive pressures. The value of color was demonstrated even more conclusively in active combat service where it was used extensively for split-second signalling and as a means of bolstering morale and preventing accidents and mistakes arising from fatigue.

Before the war, color was used to a limited extent to facilitate various productive and distributive activities and the success attending its use gave added warrant to the extensive research undertaken under military auspices during hostilities for the purpose of gaining a scientific insight into the psychology of color response. An example of the prewar use of color in the field of production is the standardized color markings of resistors used in many electronic applications. To a person unfamiliar with the resistor color code, color combinations must be laboriously translated into values by means of a chart, but to a worker handling resistors daily or to one who must trace complicated circuits, color coding is a helpful cost-reducing and time-saving device. In the field of distribution, the identification of air mail is facilitated by a distinctive color marking, while colored labels and insignia, where now being used, tend to reduce the time and cost of "checking in" and "sorting out" of l.c.l. shipments.

Mr. Wright's idea for color zon-

ing, of course, goes much farther than anything attempted in wartime distribution. Then color associated with insignia of the various services was stencilled on crates and packages for easy identification and sorting. Service markings, for the most part, did not indicate geographical destination; nevertheless, they were of inestimable value in expediting loadings and unloadings and in the "spotting" of needed supplies in warehouses and at beachhead stockpiles.

A somewhat similar system, Mr. Wright believes, could be adapted to peacetime distribution to indicate destination. Possibly, he suggests, each state could be indicated by its own distinctive color while cities could be indicated by other colors used in combination much in the manner of resistor color coding. While in the aggregate a vast number of different markings would be required for national coverage, the whole problem, Mr. Wright believes, could be simplified by a rationalistic, scientific approach.

Comments on his idea are invited.

Coming Events

- Oct. 1-4—Iron & Steel Exposition, Cleveland.
- Oct. 3-5—National Electronic Conference, Chicago.
- Oct. 3-5—Society of Automotive Engineers, aeronautic meeting and display, Los Angeles.
- Oct. 5-9—American Trucking Assn., Inc., Annual Convention, Hotel Sherman, Chicago.
- Oct. 14-15—Conference on Distribution, sponsored by Boston Chamber of Commerce, Harvard School of Business Administration, Boston College and MIT, Boston.
- Oct. 16-17—Society of Automotive Engineers Transportation & Maintenance Meeting, Chicago.
- Oct. 29-Nov. 1—Refrigerator Equipment Mfrs. Assn., exposition, Cleveland.
- Nov. 7-8—Society of Automotive Engineers Fuels & Lubricants Meeting, Tulsa, Okla.
- Nov. 25-27—National Assn. Practical Refrigerating Engineers, St. Louis.
- Dec. 2-4—Society of Automotive Engineers, air transport meeting, Chicago.
- Dec. 2-6—American Society of Mechanical Engineers, Annual meeting, Hotel Pennsylvania, New York.
- Dec. 2-7—National Power Show, New York.

WHETHER YOUR INDUSTRIAL HAULING JOB IS

Big—



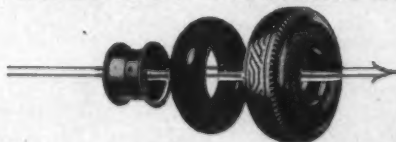
... OR Small!

Plan future equipment to include
General Industrial Tires and you'll
cut material handling costs 5 ways.



1. *Generals move material faster . . . efficiency saves labor, speeds production.*
2. *Generals move loads easier, over rough, smooth or soft surfaces . . . stop spillage, breakage.*
3. *Generals cushion load & truck . . . avoid equipment breakdowns due to jarring and jolting.*
4. *Generals end excessive floor wear . . . do not cut asphalt, linoleum, cannot cut or chip.*
5. *Generals reduce maintenance . . . handtrucks and cargo wagons stay in service.*

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Mechanics of Retail Delivery

An efficient delivery system is a "must" for a successful department store; and mechanized equipment is a "must" for an efficient delivery system.

By SELMA WINEMAN and HAVILAND F. REVES

Detroit Correspondents

A SALE is not completed until the merchandise is in the customer's hands. Frequently, particularly with large packages or with weighty merchandise, this involves a trip of the store delivery car to the customer's door.

Between the time of a customer's selection and the time a delivery is made there are many possibilities for error which can result in loss, not only of the sale in question, but of future sales.

On the other hand, a department store with an efficient delivery sys-

tem has a tremendous good will asset.

Good Will

Good delivery is increasingly important in those large cities which have tended to break up into sub-communities. The centrally located department store is facing increasing competition from neighborhood chain and independent outlets. One of the most important items of service the department store has to offer is prompt delivery.

Much of the good will enjoyed by The J. L. Hudson Co., Detroit,

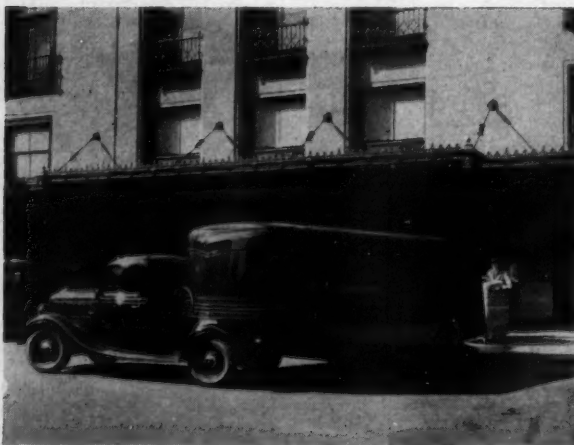
is because of the efficiency of its delivery service, in the opinion of store executives.

Pioneers in the development of a "remote delivery" system, Hudson's is believed to have been the first major department store to remove its delivery and sorting operations from the main sales building to a specially laid out distribution center several blocks away. In recent years, this arrangement has been adopted by a number of leading department stores.

(Continued on Page 52)

Customers seeing this specially built Fruehauf trailer outside the J. L. Hudson Co. building often think that it contains parcels for delivery. Actually, this truck is a transfer vehicle, and is used for taking parcels from store to delivery building.

At the distribution building, the transfer trucks are unloaded, and the parcels are spilled down a ramp for preliminary sorting. Here, highly skilled men put route numbers on the packages and place them on conveyor belts leading to various sorting rooms.



Specific Shortcomings

S EVEN specific shortcomings that contributed to major industrial and mercantile fires in 1945 deserve special emphasis. They are:

1. Lack of automatic fire protection in the form of automatic sprinklers or automatic fire alarm systems.
2. Failure to provide fire cut-offs at vertical openings such as at stairs, elevators, shafts, etc.
3. Absence of fire walls and fire doors to divide large and unbroken floor areas.
4. Allowing the premises, unprotected by automatic means, to be without efficient watchman service during inoperative hours.
5. Sub-standard construction of storage facilities and the over-crowding of such buildings with stocks in excess of good practices.
6. An increasing disregard of the lack of public fire protection by location outside municipal limits, or where fire protection facilities are inadequate for the hazards involved.
7. The introduction of special fire hazards into occupancies without fire cut-offs.



W HEN a small group of New Englanders met after work in a small Boston office in 1896 and declared war on fire it was not realized that the association then organized would grow into a lusty world-wide clearing house of fire control information serving members in 37 countries. As the National Fire Protection Assn. celebrates its Golden Anniversary this year, its 50 years of achievement as a non-profit organization is of more than passing interest, especially the service it has rendered and continues to render to America's vast distribution network.

Fire prevention is of vital concern to everybody. With the shortage of goods and materials, every ship, every terminal, every truck, every bale of raw material or case of finished products saved from fire is something of a victory; for 1945 was the worst year for large loss fires (165 fires exceeding \$250,000 each) in the 50-year history of the NFPA.

The National Fire Protection Assn. has its headquarters at 60 Batterymarch St., Boston, Mass. It is the international clearing house for all information that is authoritative on the subject of fire protection and fire prevention. Non-commercial and non-profit-making it is supported by the dues

Fire Protection

By MELVIN R. FREEMAN

National Fire Protection Assn.

of its members, 150 national organizations and more than 10,000 individuals. While 40 percent of NFPA members are industrial organizations and business leaders, its membership is open to any individual or organization interested in the protection of life or property by fire.

Throughout its 50 years of growth, one of its prime functions has been to provide standards for fire waste control. Nearly 150 technical standards on every subject under the sun from "Tank Truck Ordinance" to "Storage and Handling of Combustible Fibres" have been issued under the NFPA aegis. There are very few national organizations that can equal the wide variety and competence of the technical standards issued by NFPA committeemen recruited from industry, government, insurance and fire department groups.

The Association sponsors three important sections: a Fire Marshal Section organized in 1927 composed of fire marshals from the United States and Canada which has done much to improve standards for fire safety; a Marine Section organized in 1934 to provide fire protection and prevention in ships, and in the operation of marine terminals; and a Railroad Section organized in 1944 which includes representatives from all leading railroads.

One of its major activities is the production of complete popular and technical literature in the field of fire waste control. It issues from five to ten million copies of its publications a year, ranging from weighty 1,000-page volumes to small factory payroll leaflets warning workers against fire. It has three regular periodicals and more than 300 publications currently in print.

Packaging For Consumers

Changes in existing containers are being announced so frequently that it is difficult to keep abreast of the news in the consumer goods packaging field. In addition, it is believed that products soon will be offered the public in entirely new and different containers.

FOR more than six months, since leaving the Army Air Forces, the author has had an excellent opportunity to survey the present status of packaging in the field of consumer goods, and to discuss future plans with business leaders. As head of an organization receiving food and household products from dozens of manufacturers and packers to be reassembled into relief assortments for export, he has witnessed an endless parade of packages. Some have been adequate; some, excellent; some, inferior.

The inevitable conclusion of anyone situated on "both sides of the fence," (i.e., receiving consumer goods from others and attempting to secure materials to repack them adequately), is that the present is no time to be critical of obvious deficiencies. It would require no great effort for a shipper to prepare a long list of "what's wrong" with regard to the packing case. And almost any consumer can voice a long string of dislikes with respect to the package. But such an approach today scarcely would be fair or honest.

A spot review of the packaging plans is sufficiently encouraging to indicate no lack of understanding on the part of consumer goods producers. In planning rooms and on drawing boards of manufacturers, there is much over which packaging critics may be optimistic. There is every promise of a flood of worthwhile changes as soon as supplies, machines and moulds are available. Many of these changes will introduce merchandising ideas

By CHARLES L. SAPERSTEIN

*General Manager
Glean's Assortments, Inc.
New York
Formerly Packing Control Officer
Army Air Forces*

aimed at bringing about faster turnover.

There are several reasons for the comparatively slow correction of faulty packaging methods. During the war, many archaic packaging methods were used, less satisfactory containers and wrappers were adopted reluctantly and quality of materials deteriorated considerably. That there is still a holdover of changes necessitated by wartime economy may be attributed in part to the slow processes of reconversion. In addition, the difficulty of obtaining sufficient merchandise to fill a new line of packages has caused many worthwhile improvements to be tabled for the present. Labor difficulties also have been a retarding factor.

But behind the scenes, packaging men are bristling with excitement. The rapidity with which new changes are being released to the trade press makes it difficult to keep abreast of products destined for new dress. Not only are changes being contemplated in the style, design and utility value of many existing containers, but many rumors are afield concerning products which will soon be offered the buying public in entirely different attire.

SCIENCE AND PACKAGING. There has been considerable resurgence of

progressive packaging wherever technical developments have influenced buying habits. Such factors as the size of the freezing units of mechanical refrigerators, and the advent of deep-freeze cabinets have revolutionized the packaging of the entire gamut of edible products, and have caused research resulting in changes affecting a host of other products beyond the line of frozen foods. Examples are ice cream in tray size units, milk in square and squatty containers (both glass and wax board), meat in cuts and packages for ready home storage, and new packages for butter, berries, beer and other beverages. The progress of aviation has had a substantial effect upon luggage, stationery, toilet sets and all types of articles of personal usage, to say nothing of the packaging of all manner of products to be transported by air freight. Dehydration is still another development which even under war conditions commanded priorities which insured packaging progress.

GLASS. The output of new glass containers has been handicapped particularly by labor difficulties both within the industry and in the closely associated coal mines. The development and creation of new moulds is a time-consuming operation. Hence, many technical and style changes contemplated for glass containers are being held in abeyance. However, packaging in conventional glass containers received impetus during the war when tin and paper were at a premium and it would seem that the industry is out to hold its gains.

Among the developments with which glass producers expect to win new heights of consumer acceptance are containers tailored to fit conventional medicine cabinets and refrigerators, lighter packages of increased strength, designs to render glass slip-proof in wet hands, improved closures, and new approaches to display value, eye and appetite appeal and merchandising possibilities.

FOLDING AND SET-UP BOXES. The paper box field gradually is overcoming the tremendous back-log of orders which was built up during the war and which, during the early postwar months seemed to grow larger. The quality of many paperboard containers deteriorated during the war years because box-makers were forced to take inferior grades of stock, and because customers begged for some sort of deliveries regardless of quality. The immediate future holds promise that retrogressions in grade, construction and stability of paper board boxes will be eliminated. After these gains will come improvements that are the result of new methods of manufacture, new patterns and construction.

SPECIAL BOXES. The special box field, producing containers individually designed to the requirements of a specific product, has been in a relatively fortunate position. Free to make use of any and all materials, wood, plastics, paper, felts, velours, glass and metals, these producers received an indirect impetus during the recent months of restricted economy. Faced with the possibility of limited production, and with price restrictions making production of too great a percentage of popular and low-priced merchandise uneconomical, business naturally tended to produce along quality lines. The buying public has come to associate products which command top prices with smart and distinctive packaging.

TIN. The rapidity with which manufacturers are returning to tin containers as plate is released is evidence that the dire predictions of the early demise of this standby were premature. During the war, when tin was practically unavailable except for military purposes, it was necessary to turn to metal substitutes or to glass, paperboard,



Ice cream mix package designed by Robert Gair Co. Note the recipe.



Novel Roach powder package may be used as applicator as well as container.



When stacked, boxes like this Yale & Towne container attract the buyer's interest.



This Gair cookie package dramatizes the product against an attractive background.

and other materials. The advantages of preservation, weight and consumer custom are too great for tin to pass out of the picture. Our can makers have widened their sphere of activity to include the entire range of packaging. However, it is a safe wager that the tin can or canister will be a factor in

the distribution of consumer goods for a great many years to come.

METALS AND PLASTICS. With collapsible tubes made of plastic materials as well as metal, and with many an expert unable to determine whether a foil is metal or synthetic, there is no need to sepa-

(Continued on Page 82)

Mechanics Of Retail Delivery

(Continued from Page 48)

In actual practice, a delivery service may be broken down into more than one distribution system. Hudson's, for example, has three separate systems: store to distribution center, parcel delivery, and bulk delivery.

The transfer of merchandise from the store to the customer begins at the point of sale when the clerk or personal shopping service worker takes the order, either from the customer in person or over the phone.

Spiral Chute

If the item is selected from store merchandise, it is wrapped, checked, and with sales tip attached (providing it is small and not too fragile) is dropped into a spiral chute which leads to the fourth basement of the store. Bulky stock which is too heavy or which could be damaged by this type of treatment is taken down by freight elevator.

In this sub-basement level, parcels are stacked into compact hand

trucks which are, in turn, loaded into special electric tractor trains. These make round trips all day to the distribution center a quarter of a mile away.

Many heavy items are warehoused. For this type of merchandise, the order is written on the sales slip with the customer's name, address, and nearest cross street. The stock code number is included. Careful writing of the slip is of prime importance. An error in the address or in the description of the article sold means a disappointed customer.

At the distribution center, two delivery services to the customer operate side by side. The division between the two depends on the size of the item. A package which can be handled comfortably by one man goes into the parcel delivery unit. Heavier pieces, which require handling by two men, are routed to bulk delivery.

The parcel system is highly mechanized. It depends upon an

elaborate arrangement of conveyor belts to increase speed and to reduce the number of handlings.

Packages received either from the store or from the adjacent warehouse are slid down an incline to a staff of routing men. These men mark the route number on the bundle and place it on one of a bank of six conveyor belts which lead into different sorting rooms.

Here they are taken off the belt and placed in bins numbered by routes. At the bins they are sorted again and are placed on shelves according to streets. This pre-sorting helps the delivery driver to arrange his schedule systematically.

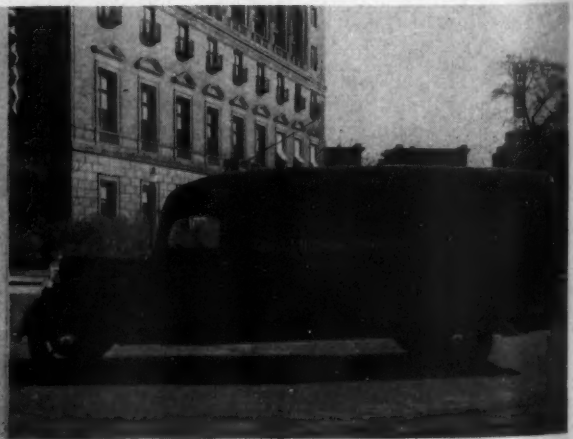
As the sorting rooms are on different levels, ramps lead from street level to the various floors. There are separate ramps for incoming and outgoing traffic.

Bulk Delivery

Bulk delivery poses problems of its own. No mechanization of handling has been adopted although the problem has been studied by a number of conveyor companies. Anyone who can devise a system for handling furniture and fragile stock safely and efficiently by mechanical means will offer a great boon to the department store industry.

In this sorting room, (one of six similar rooms at Hudson's) the parcels are placed in the bins shown at the left front and rear right of the illustration. Here, they are assorted according to streets and are made ready for the delivery driver to pick up.

The sale is completed at the customer's door from an attractive delivery truck. Trucks are always in good condition because of Hudson's active service and maintenance program. Liberal use of paint and frequent washing makes truck a rolling advertisement.



MOTOWLIFT

features like these

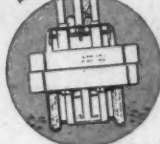
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Every progressive plant man knows that handling, hauling or piling materials with power fork lift trucks saves time, promotes safety and cuts costs. BUT, only in the Service MOTOWLIFT can you get the MAXIMUM of these advantages. Check the points shown above—have your distributor tell you about the many other exclusive design and performance features—and you'll decide to put your money on Service MOTOWLIFT. Write for fully descriptive bulletin today.



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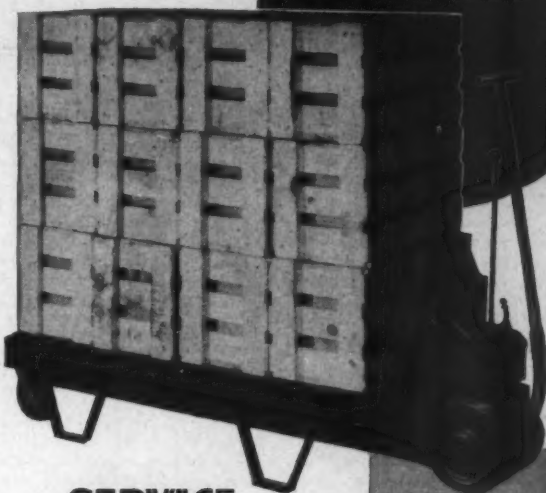
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You Need It IN YOUR PLANT

TO LIFT AND
LUG HEAVY LOADS
FASTER, EASIER...
IT'S HYDRAULIC!



SERVICE HYDRAULIC

Lever Lift TRUCK

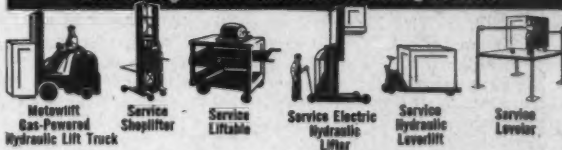
Sure it's needed—wherever there are loads up to 3 tons to lift off the floor and take for a fast, easy ride. Just back the Service LEVERLIFT under a skid. A few easy strokes (only 30 pounds per stroke) lifts the load. And easy-rolling wheels let you "take it away" with surprisingly little effort. Available in capacities of 2500 lbs., 3500 lbs., 5000 lbs., and 6000 lbs. 26 different platform sizes in each capacity. Steel, rubber or plastic wheels. Check the features listed here—then decide to look into LEVERLIFTS for your plant.

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Today.

What a Truck!
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- Every Stroke a Power Stroke—No Bending.
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COVERAGES AND FORMS FOR

Product Liability

PRODUCT PUBLIC LIABILITY INSURANCE

Q. What insurance companies write this coverage? A. Casualty insurance companies.

Q. How is it written? A. Within recent years, the tendency has been to write the coverage as a part of a schedule liability policy which may include premises-operations, elevator, products, teams, contractual or independent contractors coverage. Product liability insurance may be provided by endorsement on an owners', landlords' and tenants' public liability policy or a manufacturers' and contractors' public liability policy. It may also be issued as a separate policy.

Coverage

Q. What coverage is provided by product public liability insurance? A. The insurance company agrees to pay on behalf of the insured "all sums which the insured shall become obligated to pay by reason of the liability imposed upon him by law for damages, including damages for care and loss of services, because of bodily injury, sickness or disease, including death at any time resulting therefrom, sustained by any person or persons caused by accident and arising out of the handling or use of or the existence of any condition in goods or products manufactured, sold, handled or distributed by the named insured, if the accident occurs after the insured has relinquished possession thereof to others and away from premises owned, rented or controlled by the insured; and operations incidental to the ownership, maintenance and use, for the purposes stated in the declarations, of the premises, and all operations during the policy period which are necessary or incidental to such purposes (other than pick-up and delivery and the existence of tools, uninstalled equipment and abandoned or unused materials) if the accident occurs after such operations have been completed or abandoned at the place of occurrence thereof and away from such premises."

In brief, to be covered under product liability insurance, the accident must occur (1) after the insured has relinquished possession of the product to others and (2) away from the premises owned, rented or controlled by the named insured.

The coverage provided by the products' liability policy consists essentially of affording protection not offered in the direct liability coverage. The direct liability insurance contains a standard exclusion to the effect that no coverage is provided except upon the premises of the insured. The products' liability policy specifically covers on the possession, use or consumption elsewhere than on the premises of the insured of any article "manufactured, sold, handled or distributed" by the insured, and it protects against completed operations exposure. Even though the item is not sold, but merely installed by the insured, the insurance will cover the completed operations. Example: An electrician installs wiring. If the workmanship is defective the contractor has an exposure to claim which is not covered in the manufacturers' and contractors' liability policy. This coverage is picked up under the provisions of products' liability insurance.

Exclusions

Q. Is this coverage ever written in conjunction with contractual liability insurance? A. Yes, frequently it is. A manufacturer may agree to hold a distributor harmless as an inducement for the distributor to handle his product. The manufacturer then purchases contractual liability insurance to protect himself. The products' liability policy excludes liability under a contract. The contractual liability coverage may be provided by endorsement on a products' liability policy.

Q. What are the other exclusions? A. Any obligation to employees for which the insured may be held liable under any workmen's compensation law

(Continued on opposite page)

PRODUCT liability insurance protects the manufacturer or supplier of products and services to consumers against suits for damages arising out of the presence of some deleterious substance or defect in the goods or services which cause harm, real, fancied or faked, to the user.

The rates for product public liability insurance were first published in 1925 after the need for this type of insurance coverage by manufacturers and dealers became well established. Prior to that, the courts had been reluctant to impose liability which would tend to handicap the development of business. Within recent years, however, a number of court decisions as well as the enactment of statutes in many states have reflected the changing spirit of the times with the trend towards greater liberality.

At common law, the consumer is protected under three available courses. The seller can be held liable or failing to supply sound goods, either on an express or implied warranty of wholesomeness and merchantability, thus breaking his contract. Again, if a customer should find some deleterious agent in a product which he has purchased upon the strength of express representations, the dealer may be open to an action for common law fraud and deceit upon the strength of the statements made to him. Finally, the one responsible for the defect or impurity can be held for negligence, where the negligence was the proximate cause of the injury. Negligence has almost entirely replaced deceit as the basis for suit in the food products liability field because of the difficulty in proving deceit.

Uniform Sales Act

Some 30 odd states and the District of Columbia have enacted the Uniform Sales Act which makes a seller liable for any article he sells on the basis that it is fit for human use and consumption. The purpose of this act specifically is to

Insurance

By L. S. McCOMBS

Associate Editor

The Specator, Property Insurance
Review

A Chilton  Publication

penalize the seller for distributing any impure or defective merchandise.

The act provides that, when the buyer expressly, or by implication, makes known to the seller that he relies upon his skill and judgment in the purchase of goods for a particular purpose, there is an implied warranty of fitness for that use. When the buyer purchases from the dealer by description, under the act, there is an implied warranty of merchantability. The act provides for the implication of these warranties regardless of whether the seller is a dealer, a grower or a manufacturer.

If a dealer is held liable for damages to an injured consumer or user of a product he may be able to recover from a grower or a manufacturer on the basis either of implied or express warranty according to his contract or on the basis of negligence. Claims involving negligence on the part of a manufacturer usually are handled directly by the latter for his ultimate protection.

Pure Food and Drug Laws

Most of states which have not enacted the Uniform Sales Act have given a new interpretation to the common law as it relates to sales and have accomplished the same results. In practically all jurisdictions, anyone injured can bring claims directly against retailer, wholesaler or manufacturer, separately or jointly. Furthermore, many states have enacted Pure Food and Drug Laws making it a misdemeanor to sell knowingly or unknowingly impure products for

(Continued from facing page)

(Employers' Liability or Workmen's Compensation); the use away from the premises of personal property rented to others (covered by owners', landlords' and tenants' or manufacturers' and contractors' policies); bodily injury or death arising out of the use, including loading and unloading, in the business of the insured of any vehicle owned or hired by him or any of his employees (Automobile and Teams' Liability).

Costs

Q. How is the premium cost determined? A. The rates for product liability coverage usually are a percentage of the total sales, including taxes, in thousands of dollars. The lowest rate applies to paper goods and is 4c a \$1,000. Among the higher rates published by the insurance companies is one of \$1.75 a \$1,000 for bakeries. Cosmetic rates, which are available only upon application, range as high as \$8 or \$9.

Q. How are the premiums handled? A. A minimum premium is stated in each policy. If the computed premium exceeds the estimated advance premium paid, the policyholder pays the excess to the company. If this earned premium is less than the estimated advance premium paid, the company will return to the insured the unearned premium when determined but in any event the company retains for the coverage furnished not less than the minimum premium.

The insured agrees to furnish the company upon request with a statement of the gross receipts from the products manufactured, handled or sold by the insured during the policy period. The company requires permission at all reasonable times to examine the records of the policyholder as respects gross receipts. This request may be made within one year from the expiration of the policy period.

"Sales are the entire amount of money, including taxes, charged for all merchandise or products sold or distributed by the insured during the policy period.

Limits

Q. What are the limits of liability in connection with product public liability insurance? A. There are three limits of liability as follows: (1) \$5,000 for all damages arising out of bodily injuries to or death of one person and (2) subject to that limit for each person, a total limit of \$10,000 for all damages arising out of bodily injuries to or death of two or more persons in any one accident. If merchandise or product from one prepared or acquired lot after the sale produces injuries to more than one person, the injuries to all persons proceeding from that common cause are considered as originating in a single accident. Subject to the limits in (1) and (2), an aggregate limit of \$25,000 for all damages arising out of bodily injuries or death during the policy period is provided. The basic limits of 5/10 and \$25,000 may be increased upon application to the insurance company and the payment of additional premiums.

Q. Does product liability cover only merchandise actually sold which appears in the amount of gross sales reported to the insurance company? A. The insurance company commonly accepts all claims incurred during the policy period, which normally is one year, when the products are foods and similar items consumed within a short period after the sale.

In the case of more durable items such as refrigerators, washing machines, etc., which are expected to last many years, the insurance companies do not provide coverage for units sold before the inception date of the policy unless an additional premium is paid. A flat additional charge usually is made for this added coverage.

Damage Liability

Product property damage liability insurance parallels the protection offered by product public liability coverage with the following additional exclusions: (1) injury to or destruction of goods, products or completed work out of which the accident arises. Example: If the product were a steam boiler which covered the damage to property of others, the damages to the boiler itself would not be covered, (2) injury to or destruction of property owned, rented, occupied or used by or in the care, custody or control of the insured.

human consumption and the courts of such states frequently have held in civil actions based on negligence that, as a matter of law, facts amounting to a breach of the criminal statutes automatically constitute negligence on the part of the seller.

The net result to retailers, whole-

salers and manufacturers is that the ultimate consumer now has an easier legal course in his effort to recover for defective or impure merchandise.

Laws, courts and juries are all attuned to increased liberality in favor of the consumer.

DD DISTRIBUTION DIGEST

● **DUPLICATE ORDERS.** Under-Secretary of Commerce Shindler is urging producers and distributors to weed out duplicate orders on their books. He warns that forced cancellations later may be more costly than those made now. "A word to the wise . . ."

● **FREIGHT FORWARDERS.** A significant trend in air cargo operations is seen in recent announcement by Trans-Caribbean Air Cargo Lines that it will pay a five percent brokerage commission to freight forwarders.

● **FREIGHT RATES.** The percentage increase in rail freight rates threw a monkey wrench into the daily work of most industrial traffic departments, many of which were reported "swamped" with work in revising rate cards and other records for purchasing, sales, shipping and other departments. Many believe present hearings in

Chicago portend an additional rate rise this fall.

● **POINT OF PURCHASE.** "To get right at the impact, the point of purchase, is what counts in distribution," according to our good friend, Allyn Garber, editor, *Department Store Economist*. "There have been a lot of foolish notions about channeling goods in distribution," he says, "whereas the real problem is the kind of distribution that gets the most goods into the hands of the most people. What does it matter where it is sold? The more places available, the more sales there will be, and the better the product will have to be, to sell."

● **COPPER.** Remedial action by government to ease present critical shortage of copper is being pushed. Additional purchases of copper from foreign sources are held to be necessary. On basis of produ-

cive capacity 65,000 tons monthly at current level, and monthly consumption of 120,000 tons, it is estimated the U. S. has only a 15-year reserve of the metal.

● **INSTALLMENT SALES.** Expansion of installment selling to increase turnover of the increased flow of goods expected in the near future is being studied by department stores and other retailers. As more goods reach outlets there will be need to turn them over quickly, most consumer credit authorities say. They believe most efficacious way of increasing sales is by installment selling. The necessity of this is obvious in view of recent joint survey by Federal Reserve Board and Bureau of Agricultural Economics which shows that almost half of America's families have incomes of less than \$2,000 a year. If you don't sell 'em on credit, you won't sell 'em at all.

● **WINDSHIELD GETS THE BIRD,** but pilot escapes unscathed. Illustration shows a Beechcraft model D-18-C windshield after it has received the impact of a pair of four pound birds which were ejected at it at a speed of 225 m.p.h. Under flying conditions, if the windshield were struck by a bird while the plane was traveling at high speed, only one section would be damaged, leaving clear visibility either for pilot or co-pilot, depending upon which side were hit. Checking the test is P. H. Pelley, engineer who developed the windshield. And if you think the windshield looks bad, the spots on the wall in rear indicate what happened to the bird.



● **GUESS WORK IS LESS WORK** than the scientific application of electronics to trailer design, but it won't produce nearly as efficient a road vehicle. So engineers of Trailmobile Co., Cincinnati, have developed a device called the electronometer, which tests trailer models on the road before they go into mass production. The "pilot model" is driven along over rough and twisting highways while the electronometer, mounted on specially constructed mobile equipment, trails behind. This system of electronic stress measurement demonstrates to engineers under actual operating conditions the relative merit of different materials and designs.

Perishables

By Air

(Continued from Page 36)

unless such controls within planes are installed.

b. Re-fueling facilities adequate for four-motored planes.

c. Maintenance facilities for large type equipment.

CARRIER PERFORMANCE: The aeronautical industry, both manufacturer and carrier, possesses the ability to design and build planes and equipment capable of flying under favorable and adverse conditions, and to operate almost uninterruptedly under those conditions. This ability is constantly increasing. These factors are extremely favorable, from the standpoint of shipping fresh fruits and vegetables, which as the findings, particularly of the Ralph E. Meyers Co. indicate, can not be subject even to slight delays, and which, broadly speaking, must be delivered at a designated market within a designated time.

Carrier performance, however, at present, is conditioned and limited by government regulations and existing rules and franchises.

It may be concluded that:

1. Perishable shipping operations, scheduled, non-scheduled or contract, must be made sufficiently flexible to allow free movement of any shipment to any designated point, over any available route.

2. Airborne perishable shipments, insofar as is practicable, must be flown over the shortest route in each instance. This, of course, is the "Great Circle" route which may or may not be followed by a scheduled airline.

3. Under present conditions, and unless existing regulations, are amended or revised, handling of perishable shipments can be performed advantageously only under non-scheduled operations.

4. Present regulations of the CAB covering load limits, flight conditions and landing speeds, developed under and based entirely on passenger traffic conditions, should be supplemented with

(Continued on Page 64)

HIGHER SPEEDS



NOW!
THE LID IS OFF!
MORE PLANES. MORE FLIGHTS —
FOR EVERYBODY
PRIORITIES NO LONGER NEEDED!

LOWER RATES!

MANY SHIPMENTS now travel at air-speeds up to five miles a minute in the swift new planes that have joined the Airlines' fleets — bigger planes that make more space available for all kinds of traffic.

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RATES CUT 22% SINCE 1943 (U. S. A.)					
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149	\$1.00	\$1.00	\$1.00	\$1.23	3.67c
249	1.02	1.18	2.30	3.68	9.21c
349	1.07	1.42	3.84	6.14	15.29c
1049	1.17	1.96	7.68	12.28	20.79c
2349	1.45	2.53	17.65	28.34	79.61c
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AIR EXPRESS
GETS THERE FIRST

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Representing the AIRLINES of the United States



Public Warehouses As Marketing Aids

Four definite advantages are outstanding. These are: 1. Economy. 2. Flexibility. 3. The services of experienced men who know shippers' requirements and branch house functions. 4. Cost control on a per package, per month basis, where the cost curve parallels the volume curve of tonnage stored and distributed.



By WILLIAM G. TANZER

*Sales Manager
Crooks Terminal Warehouses, Inc.
Chicago-Kansas City-Los Angeles
and
President
Interlake Terminals, Inc.*

THE summation of military tactics, attributed to Nathan Bedford Forrest, Confederate General of Cavalry, to "get there fustest with the mostest," was a familiar American maxim during World War 2. It is a rule that applies also in business, particularly today.

The present potential of business expansion is unlimited. With the buying public "flush" from the high wages of the war, with appetites whetted and sales resistance at a minimum, from month after month of limited home front production, it is going to be no chore

at all to sell merchandise in expanded markets when the goods are available.

The picture, however, is not altogether rosy, as one can see from the front page of any newspaper. Strikes, shutdowns, lack of materials and many other headaches beset the manufacturer as he attempts to make postwar readjustments. Ideally, despite these headaches, his aim still must be to reconvert plant facilities rapidly for civilian production, to re-build sales organizations and to speed up distribution so as to be there "fustest" with the "mostest."

Most manufacturers can eliminate some of their headaches very simply. For example, they do not need to be hampered by the problems of maintaining, managing and operating privately-owned or leased warehouses and branch house units. Nor do they have to spend valuable time, effort and money organizing such facilities. They can establish branch house units at strategic marketing centers without costly real estate investments, long term leases, real estate taxes, insurance, permanent payrolls heat, power, light, investment in equipment, and other fixed expenses, by carrying stocks in public merchandise warehouses situated at points of advantage.

By using this method, they can retain control of their merchandise at all times while keeping within easy reach of established customers and potential prospects. Likewise they can maintain proper balance between storage and distribution and consumer demand.

Four definite advantages may be cited:

1. Economy.
2. Maximum flexibility.
3. Superior service rendered by men who "know how" and who, through years of experience, have acquired a broad professional knowledge of shippers requirements and branch house functions.
4. Fingertip cost control on a per package, per month basis, where the cost curve always follows and remains parallel with the volume curve of tonnage stored and distributed.

Public merchandise warehousing is the answer to most manufac-

turers distribution problems. It leaves the producer free to devote his time and energy to solving production dilemmas, and gives him the assurance that his distribution system, when needed, will be ready to help him reach every potential market quickly and easily. This applies virtually to every type of business with a distribution problem.

Whether our distribution is confined to a small area, a few states in territory adjacent to point of production, or is nation-wide, you will find dependable public merchandise warehouses at all key distribution points ready to serve you.

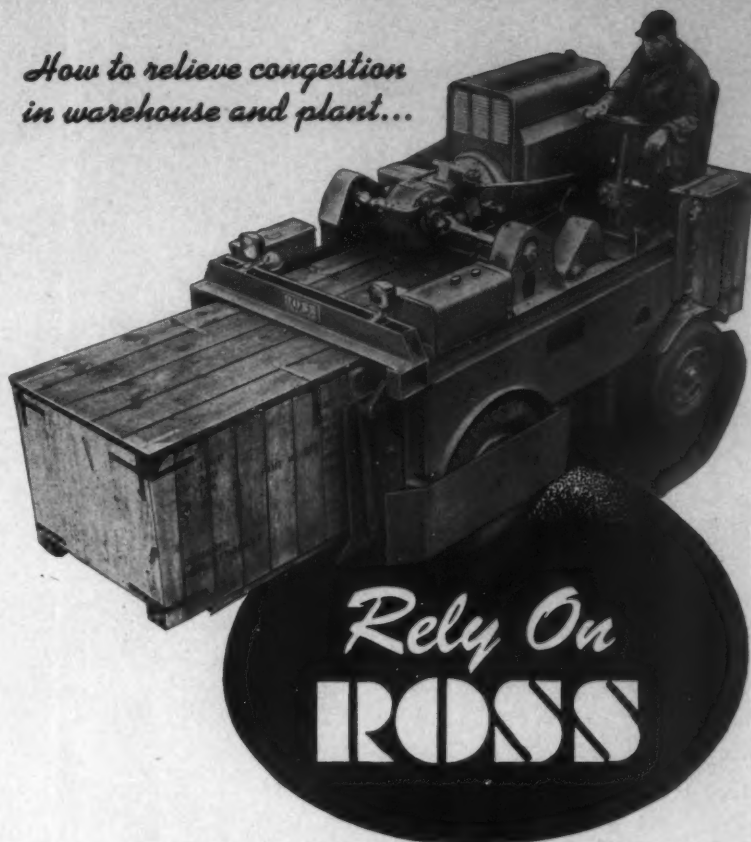
Once you begin to make proper use of these warehouses, you will soon realize that they stand ready to help you get there "fustest." Their place in your distribution system will become so important that you will learn to look and depend upon them as you would an integral part of your own organization.

Storage and distribution is their business. They give you the advantage of all their "know how" and experience in these fields. They keep abreast of the times and are constantly striving to promote and develop warehousing and distribution to the highest degree of efficiency by exploiting and employing every facility that will improve their function. They are equipped and manned by seasoned, experienced personnel. They can function in the same capacity as can a privately-managed branch house unit by providing facilities for the placing of spot stocks in all major distribution centers of the nation.

Perhaps one of the most important of these facilities is the flexibility afforded by a public warehouse. That one point of flexibility has convinced many businessmen that use of a public merchandise warehouse is the only way to conduct branch house warehousing and distribution. Whether your storage volume is large or small or apt to fluctuate from month to month or season to season, the warehouse provides the elasticity so essential to successful branch house operation. You can store a truckload, a carload, or a

(Continued on Page 126)

*How to relieve congestion
in warehouse and plant...*



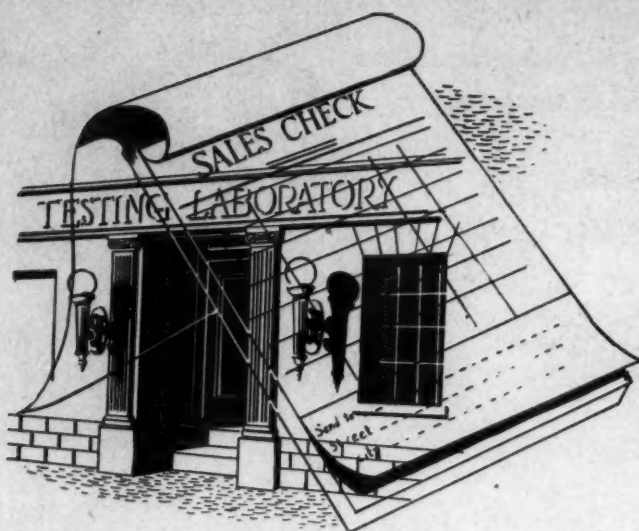
FOR THE ECONOMIES OF OUTDOOR STORAGE!

Take advantage of the unmatched ability of ROSS Straddle Carriers and Lift Trucks to handle heavy loads—up to 30,000 pounds—on rough ground, mud or snow. These rugged machines will enable you to store your materials out-of-doors—where space is cheaper and less restricted—and help you lick the problem of congestion in warehouse and plant...

The complete facts about how The ROSS System of Straddle Carriers and Lift Trucks cuts handling costs all along the line will convince you—send for ROSS BOOK DA-96

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300 MILLER STREET, BENTON HARBOR, MICHIGAN, U. S. A.
DIRECT FACTORY BRANCHES AND DISTRIBUTORS THROUGHOUT THE WORLD



The setting up and certification of minimum standards for consumer goods by government in cooperation with consumer and industry agencies not only safeguards public interest through quality control but makes for overall economy and efficiency in production and distribution.

By DAVID J. WITHERSPOON

Associate Editor

Standards Help Sales

ALL buying and selling in which goods do not come under the eye of the buyer must necessarily be based upon some sort of standard. "Most of such standards," to quote from a paper prepared by the American Standards Assn., "are unwritten, simple and crude, often being no more than a two-party understanding such as 'like the one I bought of you last time.' At the other extreme, all of the basic commodity markets are dependent upon standards which, in most cases, are well marked out, are nationally accepted and used, and may even be subject to legal definition."

As a result of bewildering variety in the quantity and quality of consumer goods, the need for standardization of some sort to safeguard not only public welfare but the interests of producers and distributors became apparent as far back as 1925. The demand for quality standards to enable a consumer to choose between a variety of offerings lay at the heart of the consumer movement. The desire for purchasing specifications to enable buyers and sellers to speak the same language and thus avoid

controversy, the trend to mass production realizable only through generally accepted standards, the desire for self regulation of industry in the face of a growing threat of government control, have all combined to win the support of producers and distributors. The trend toward standards in industry and business has been accelerating for a generation. Today, standards constitute, in one form or another, a vital part of most industrial and marketing operations.

Two Kinds

There are two major kinds of standards, internal and external. Internal standards are those set up by an individual unit in industry for its own benefit. External standards are those set up by an industry as a whole or by technical or professional groups for voluntary adoption, or by governmental agencies for voluntary, or in cases that directly affect public welfare, compulsory compliance. At present, there are hundreds of agencies directly concerned with the setting up of consumer goods standards in the interests of quality control,

public welfare, and more efficient and economical production and distribution.

The National Bureau of Standards is a governmental agency which undertakes research and testing and has cooperated with industry and business in developing specifications and standards for a wide range of diversified products. Its commercial standards are the voluntary standards agreed upon by producers, distributors and consumers. In the future, the divisions of simplified trade practices and commercial standards are to be transferred to the Department of Commerce and the Bureau's functions confined to those of basic research, furnishing of facts, measurements and technical assistance in the development of adequate testing methods.

The Department of Commerce is planning to withdraw from the field of initiating and publishing standards voluntarily agreed to by industry groups. It will transfer this function to industry's own organization, the ASA, once this body has prepared itself for these new and enlarged duties. Secretary of Commerce Wallace has ex-

plained this move on the following grounds: 1. Because interested private groups are best qualified to initiate and formulate voluntary standards. 2. In order to eliminate duplication of effort in the activities of the ASA and the Department of Commerce. 3. Because voluntary standards published by the National Bureau sometimes have been misinterpreted as scientifically determined government standards.

Among other government agencies, The Food and Drug Administration, established in 1938, is authorized to set up and enforce, in cooperation with various state agencies, definitions and minimum standards affecting the quality of food, drugs, therapeutic devices and cosmetics. This body also is authorized by law to establish compulsory standards affecting containers for most foods. All drugs sold must conform to official standards set up by the Food, Drug and Cosmetic Act if sold as "official." If differing from official requirements, a statement to this effect must appear on the label. The official specifications which must be met are contained in the U. S. Pharmacopeia, the National Formulary, and the Homeopathic Pharmacopeia. Supervisory control through licensing is exercised over all manufacturing and distributing in interstate commerce of various biological preparations and standards for these preparations are being set up and enforced regularly by the U. S. Health Service.

In addition to these government agencies, many trade associations provide inspection, grading and certification services for all kinds of consumer goods. Scientific organizations like the National Research Council, the American Society for Testing Materials, the Engineering Foundation, with the active support of industry and business, engage in much fundamental research and standardization in consumer goods.

"Industrial purchasers," according to the ASA, "generally have means of checking their purchases to make sure that the product complies with the specifications upon which the order was placed. But the individual does not have any

(Continued on Page 63)



Time is money—save it by use of the CLARK Trucloader, newest of the Clark line of industrial haulage vehicles. Light, compact—yet sturdy as the famous Clipper, Carloader and Utilitrac. Let a Clark Field Engineer plan for you an efficient method of material handling—today!

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Conveyors For Distribution

New York brewery plans important improvements in its conveyor system to expedite local distribution of its product.

THE Edelbrew Brewery has two major phases to consider in handling its product for local distribution: outgoing shipments and the return of empty containers.

Outgoing, the product is put into cartons. Each contains 24 bottles of beer. Later the empty bottles are put into wooden-cases and returned to the brewery. The problems consist in loading the cartons into a number of motor trucks parked at the loading platform of the brewery, and, later, in unloading from the trucks the empty bottles in wooden cases.

Today, these operations are handled in the following manner. After the beverage has been bottled and 24 bottles put into each carton, a conveyor system is used to move the cartons from the interior of the brewery to the loading platform.

An employe is stationed at the place where the conveyor leads to the platform. It is his duty to count the number of cartons mov-

By LOWELL E. JONES, M. E.

*Edelbrew Brewery
Brooklyn, N. Y.*

ing toward the platform. After the cartons have arrived at the edge of the platform they are taken off the roller conveyor manually and placed in the body of the truck. If the distance for carrying the cartons from the edge of the roller conveyor to the interior of the truck is somewhat long, a movable roller conveyor may be put inside the truck and the cartons moved on it toward the front of the body of the truck. Thus, unnecessary steps by the workmen are avoided.

Upon completion of loading in this manner, the cartons of beer are delivered to wholesale and retail outlets and empty bottles collected in wooden boxes for the return trip.

Along the entire length of the platform runs a roller conveyor.

After the truck has been backed against the platform, the wooden boxes are removed by hand from the interior of the truck onto this platform conveyor. At each end of the platform there is a curve; the conveyor follows the curve through an opening in the wall, and carries the wooden boxes into the interior of the brewery. These openings are provided with special doors that can be closed and locked, thereby keeping the interior of the brewery separated from the loading platform.

Once the wooden boxes with the empty bottles are on the conveyor in the interior of the brewery they are "boosted" to a higher floor where bottles are thoroughly washed for later use. This, then is the cycle of handling and distribution as it is organized by the Edelbrew Brewery today.

In the near future a superior method is planned. In the center of the brewery on the second floor we plan to use a "carousel" type of conveyor. The cartons will be

directed onto this at various points. At other points leading away from the carousel, the cartons will move toward the motor trucks. Under the newer method, each truck will be separately fed from the "carousel" over individual conveyors.

From a central office, the number of cartons going to a truck will be determined. A machine embodying the principle of the "electric eye" will do the actual counting of the cartons passing down the conveyor to each truck. The mechanism will be such that once the number of cartons going to a truck has been fixed by the central office, loading will start automatically, and will stop automatically after the exact number of cartons has moved toward the truck. This is an important improvement in that it will allow a check on all cartons moving into individual trucks.

An improvement is also planned at the point of loading the cartons into a truck. This is to be accomplished not by movable roller conveyors as heretofore, but by "telescopic extension" of the regular conveyor. Cartons, consequently, will move directly from the "carousel" to the farthest point in the interior of a truck.

Standards

(Continued from Page 61)

means of checking his purchases to make sure that they comply with the standard as represented to him by the seller. This lack can be filled by systematic testing and certification by an independent laboratory or similar agency. For example, specifications for household lamps have been developed by the Illuminating Engineering Society which assure adequate lighting free from glare. This IES lamp is being manufactured and marketed by any manufacturers willing to meet the specifications. Compliance is controlled by testing and inspection by an independent laboratory, and each lamp is labeled to certify compliance with specifications. This use of standards, inspection, and labeling is a notable development in merchandising.

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Oklahoma City: 6-5364

Perishables By Air

(Continued from Page 57)

specific regulations for air cargo traffic.

COSTS AND RATES: Since air shipments of fresh fruits and vegetables were first proposed, plane operating costs and rates based upon those costs have declined steadily. In a period of less than two years, the conception of a rate based upon 70¢ a ton-mile has been revised downward to as low as 10¢ a ton-mile. Obviously rates or charges should be revised downward as rapidly as possible without causing financial disaster to carriers, and must be further reduced if air transport of perishables can take place on any appreciable scale. Upon the belief that rates will come down it may be concluded that:

1. Economically, it is feasible for certain types of carriers, operating efficiently, and with the ability to develop a reasonable tonnage of payload on the back-haul, to carry a large tonnage of perishables at rates which would enable a consumer price premium sufficiently small to accomplish free movement and widespread consumption of these products.

2. That transportation charges for airborne perishables should be predicated upon a zoning method, similar to the group commodity rates in effect in rail tariffs, to the end that price or cost to the ultimate buyer, regardless of distance from shipping point, can be approximately the same in all markets, or as nearly so as can be attained.

PACKAGING AND LOADING: Experiences of the Ralph E. Meyers Co. and other shippers conclusively prove that shipments of perishables by air cargo must be handled, packaged and distributed by men and organizations experienced in and fully qualified to handle fresh fruits and vegetables.

1. Exact controls of quality, grade and maturity are necessary. This is possible with air transportation, since 100 percent delivery

in comparable condition is attainable.

2. Air shipments can be and should be pre-packaged, should be identified as airborne; among other advantages, the shipper is thus able to maintain his consumer brand identification.

3. Air transportation of pre-packaged products is certain to stimulate consumer packaging. With pre-packaging, the waste factor to retailers is lessened, ease of handling for the merchant is increased, control of mark-ups by the retailer is simplified, and consumer acceptance is far greater.

4. For ideal shipping conditions, the pre-packaging and pre-cooling plant should be located at the airport of departure. Plant should be so constructed that cargo planes could taxi up to a loading tunnel. It would be desirable to furnish facilities for pre-cooling the plane before loading.

PRE-COOLING AND REFRIGERATION: Pre-cooling of airborne perishables is absolutely necessary. Temperatures of all commodities should be reduced to approximately 35 deg. F. prior to loading, and temperatures of lading in transit should be maintained at from 36 deg. to 42 deg. F.

It is important to note that dehydration in transit, a serious problem in the rail shipment of some fruits and vegetables, can be entirely eliminated in air shipment. Wrapping or pre-packaging of commodities, and shortness of transit time, combine to prevent loss of weight through loss of moisture. In other words, airborne merchandise from California, for instance, can be delivered ounce for ounce and pound for pound at destination points anywhere in the United States.

MARKET DISTRIBUTION: No particular type of receiver or dealer appears better equipped or qualified to handle airborne perishables than does any other type. But all receiving market operators (re-

ceiver, jobber, wholesaler or retailer) who elect to deal in airborne perishables, must be prepared to protect all of the contents of each shipment from the moment it arrives until ultimate purchase.

Obviously, a fully matured, vine-ripened perishable cannot be leisurely unloaded on open trucks, possibly hours after arrival, hauled to a store or sidewalk, there mauled over by salesmen and buyers, then leisurely hauled to a retail store and dumped into an open bin, again to be pinched and picked by consumers, and be expected to reach the housewife's table in a desirable condition. Therefore:

1. The jobber or wholesaler handling airborne perishables must be prepared to unload the plane immediately on arrival. It will be necessary to haul the shipment either directly to a prepared storage room, properly protected against undesirable outside temperatures, from which it may be distributed somewhat leisurely, or deliver it immediately and directly to the retailer to whom it is sold.

2. The retailer, regardless of the size of his operations, must in turn be prepared to protect the merchandise against unfavorable temperatures. Further, the portion that is placed on sale will have to be protected while on display, both from unnecessary mauling by the prospective buyer, and from any unfavorable prevailing temperatures.

CONSUMER ACCEPTANCE: All other findings and conclusions here summarized are corollary to the factor of consumer acceptance. The final question is: "How much premium will the consumer pay, day in and day out, for airborne products, and is it possible to deliver them to her within the range of that premium?"

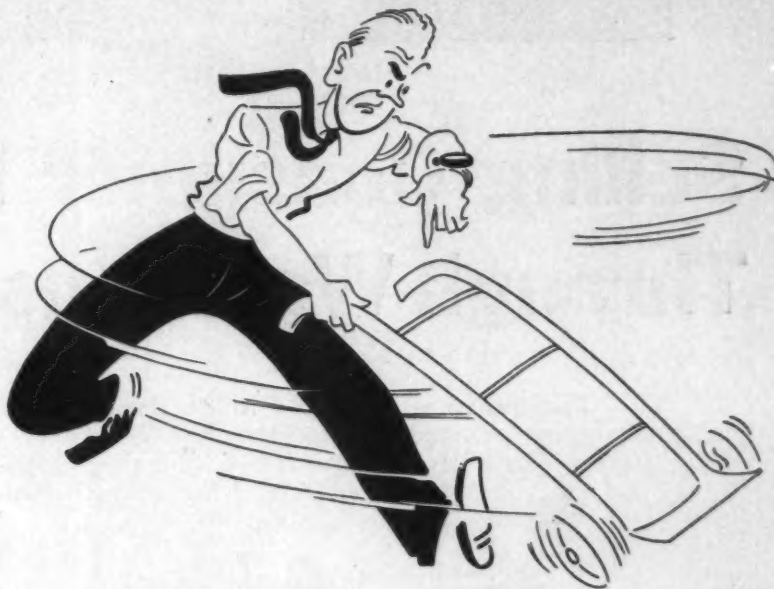
Present conclusions on this point, particularly as indicated by the Ralph E. Meyers experiments are:

1. Given opportunity to obtain airborne merchandise in daily purchases, the average consumer, except in extremely low income groups, would consistently pay an overall premium averaging 10c.

a lb. over prices paid for merchandise available through other forms of transportation.

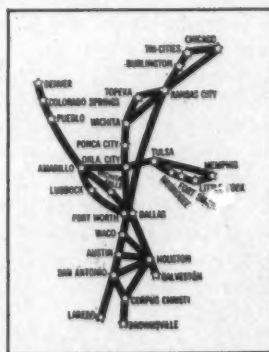
2. Shipments of perishables on any appreciable scale, within the near future, will be determined by whether the cost of delivering airborne merchandise, including the extra cost of pre-packaging, can be held within the limits of 10c a lb. overall average premium.

3. If this is possible, the average consumer, with educational and merchandising efforts directed to assist her in appreciating the superior qualities of airborne fresh fruits and vegetables, will have regularly available an article never before attainable and the produce industry will experience a marked stimulus in the overall consumption of its products.



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Selling Consumer Products Through Warehouse Outlets

Recognizing a trend and to anticipate its customers' requirements, Seattle warehousing firm is making preparations to merchandise diversified line of household goods and to handle large service and maintenance business.

IN recent years the word "distribution" has assumed a new importance to the warehousing industry. Until a relatively short time ago it meant largely the channeling of goods from a central point to the surrounding trade territory, and the warehouseman was little concerned either with the origin or the character of the manufactured product. But along with advances, in manufacturing, mining, shipping, and agriculture, warehousing has made strides of its own. Almost every commercial activity can be found in some branch of the warehousing industry.

Selling is not a new venture for the warehouseman, although his efforts along this line in the past usually were made in connection with his own services. Marketing helps for the warehouse customer are common, and selling for himself, either directly or through a

By R. G. CULBERTSON

President
Culbertson Warehouse & Deposit Co.
Seattle, Wash.

subsidiary, has been practiced by the warehouseman for many years.

Merchandising from a warehouse has many advantages for the owner or warehouse operator. Two of the most important of these are the augmenting of his own storage stocks, and the wider distribution of his overhead costs. It follows, of course, that the revenues from such an operation are equally important.

Outside selling in connection with merchandise warehouses is not commonly found. However, it is being done and there are outstanding instances where the sale of commodities usually stored in public warehouses has grown to such proportions that the revenues

to the warehouseman from this type of activity actually exceed those of the warehouse operation. Moreover, these accounts, controlled by the operator, contribute largely to the high level of his storage volume and, at the same time, render a distinct service to the manufacturer. Naturally, the warehouseman is careful that he does not compete with his own storage customer.

Household goods warehousemen turn first to the sale of new and used furniture after, perhaps, some experience with such related services as repairing, cleaning, mothproofing, fumigating, and cold storage for furs. In many instances, these agencies furnish a substantial, if not a major, part of the operator's revenues so it is not surprising that such practices find ready acceptance in the trade. In some areas, whether from long established custom or from natural

association of ideas, the storage customer seems to feel that the warehouseman should be his first source of supply whenever new home furnishings are needed. Some warehousemen, in fact, not only carry extensive stocks, but are considered among the best and most dependable merchandisers in their respective cities. Because their locations usually are in selected suburban districts, where parking is not a serious problem, they get their customers from the highest levels of purchasing power.

Notwithstanding the frequent inquiries which come to them, few household men have explored the market possibilities in the fields of refrigeration, gas and electric ranges, water heaters, and similar appliances so essential to modern living. No one is in better position to develop sales along these lines for few can compete with the warehouseman in the important functions of delivery, installation, and service. His men are specially trained in the handling both of heavy and fragile pieces; his trucks

are fitted with exactly the right kind of equipment and protection to insure safe delivery, and he usually has in his personnel at least the nucleus of an efficient service organization. In short, its a "natural" for him.

Anticipating Demand

In recognition of this growing trend, and in keeping with its own policy of trying to anticipate its customers' requirements, Culbertson Warehouse & Deposit Co. is making extensive preparations for a program which, it is hoped, will demonstrate the value of these related enterprises. It has begun the construction of a new building which will provide every modern facility for the efficient and economical display and sale of these goods. The building, 45 by 100 ft. directly adjoining the company's seven-story warehouse, will have three floors, with structural provision for two additional floors as the need may arise. Built of reinforced concrete, the new building will make wide use of glass blocks

in order to provide for the display of appliances under conditions of natural light. The cost of the first unit, exclusive of the ground, will be approximately \$55,000.

The location, always a prime consideration, is in the University District, the heart of Seattle's fast-growing Northside, and is directly alongside one of the busiest arterials in the city. With the completion of the program for a new boulevard connection between this arterial and the University of Washington campus, the location will take first rank from an advertising angle. A census of the traffic on the four streets at the warehouse shows that nearly 3,000,000 people pass this point each month. Ample parking space, privately owned, is available for the store's customers.

Although a diversified line of goods will be carried, special attention will be given at the beginning to frozen food lockers and to steel kitchen cabinets.

(Continued on Page 79)



Nutting

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The Nutting Trucker Says:

"I'll see that you get just the kind of trucks you need for your job—and you'll call it your lucky day when you see how these easy rolling NUTTINGS get the work out." Look in your classified phone directory for your local Nutting representative. If not listed, write us.

Fig. 16-24

Western Pattern Truck with heavy axle, rugged hardwood frame and steam motor handles. Two center wheels.

Fig. 138 Dolly

A heavy hardwood frame dolly for boxes, crates, etc. Double ball race swivel casters with metal or rubber tired wheels. Nutting makes all types of wood or steel dollies with capacities up to 4000 lbs.



Fig. 419 Jack
Fig. 421 Live Skid

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NUTTING TRUCK & CASTER COMPANY

1166 DIVISION STREET WEST, FARIBAULT, MINNESOTA



Marketing Trends

(Continued from Page 21)

ing, and it costs money. While temporarily, it seems to engender waste over a period of time, it produces improvements, hence savings, and hence an improved standard of living.

It is fruitless to argue the rights or wrongs of distribution costing 60 percent of the consumer dollar. If you produce a new plastic clear-view bathtub, you might offer it for sale with a distribution cost of \$1 and sell very few. If you spend \$20 on distribution, it is possible you could step up production to such an extent that production costs would be reduced by \$30. The percentage cost of distribution would have risen, but the price to the consumer could have dropped. As a rule the distribution plan that is best for the producer is also best for the consumer.

Frequently distribution costs are shown in an unfavorable light because the comparison is made between the so-called "markup" or "gross profit" of a manufacturer and the gross profit or markup of a retailer. It may be shown for example that a manufacturer's markup is 10 percent of his selling price, whereas a retailer's markup is 35 percent. Hence, there is a cry on the part of manufacturers for distribution costs to be reduced.

The fact is that these two sets of figures really are not comparable. To make the proper comparison, it would be necessary to deduct from the retailer's margin the amount that is paid out for direct wages and other direct expenses. With this done, the comparison is by no means unfavorable. The gross margin applicable to revenue for the proprietors in the case of both manufacturers and retailers, is remarkably similar.

In the future, there is likely to be a premium on distribution because of the tremendous increase in production facilities. During the first World War, production facilities for most products, increased to a point considerably be-

yond consumption requirements, in most countries. Between the wars, competition became more intense than ever, and there was a great struggle between producers for the available distribution facilities. The second World War has further emphasized this trend. At the moment, production is not keeping up with demand, but there can be little doubt that our production facilities are greater than will be required normally. Consequently, a sound, aggressive selling organization at the level of manufacturing, wholesaling or retailing will be invaluable.

Manufacturers will be courting both wholesale and retail distributors in an effort to get extra distribution effort on the manufacturers' products. A well integrated distributing set-up will be in demand and will pay dividends. Retail and wholesale organizations are getting themselves into shape to provide the proper service for manufacturers and to fit into the new era of high-speed merchandising. Manufacturers in turn are dusting off the old kneeling rug, and getting out the red carpet for prospective distributors.

In the Future

Distribution in the future is likely to continue to have an appropriate place for all types of retailers. Some years ago the department stores and mail order houses achieved dramatic success, and this was followed later by a startling performance on the part of the chains. In addition, the supermarket has taken hold, co-ops have been a sensation, and there has even been some rather spectacular work in door-to-door selling. The chain stores and department stores have led the way with great credit, and have done a magnificent job of merchandising. There can be little doubt that, in the future, they will continue to lead in general merchandising methods. They have done not only

a good job in their own interest, but have been the means of educating many independent retailers.

Today, quite a number of independent merchants have realized that it is quite possible for them to adopt most of the methods which have made chain stores and department stores so successful. That is to say, they can brighten up their stores, introduce colorful display, place the goods out where they can be reached by customers, adopt a stock control plan for fast turnover, introduce brilliant lighting and give some training to their clerks.

In addition the independent merchants are able to retain their one great advantage of personal, community influence. There are few secrets in retail merchandising success, and according to the latest census of merchandising, independent retailers are continuing to do about 70 percent of the total retail business in Canada, which was about the same as in 1931.

It is true that independent merchants do not have the purchasing power of the large stores. On the other hand, they do not have as high an expense ratio. By and large, what independents lose in buying, they more than recover in having lower expenses. Many successful independents operate on 16 percent, and some of them as low as 11 percent.

There has been a good deal of beating the drum for co-ops. To date, no one has found a way of overcoming the merchandising hurdle of too many bosses, and the result has been that co-op stores have lagged behind in the more colorful type of promotional work. The buying advantage is not as important as sometimes estimated, either in terms of lower costs or patronage dividends for customers. The taxation problem is still an open question.

It remains to be seen who will benefit most from the trend in retailing away from specialization and towards diversification. For some years, drug stores have been getting into the food business. Grocery stores are adding household utensils. Hardware stores are doing a large gift business. Service stations are going into the cloth-

ing business. Dry goods stores are selling electrical appliances.

Perhaps this means a rebirth of the old general store in a new form. Perhaps it is only temporary. But in any case, it would seem to have an advantage for the store which is flexible and operates at a low cost.

Distribution will be more completely integrated than in the past. Many manufacturers and wholesalers have claimed for years that they accept the responsibility for engineering their products right through to the consumer. Actually, a complete job has been done by very few industries. Possibly the automobile industry has led the way in this field, followed by the electrical appliance industry. In any case, it appears that we are in for an era of complete merchandising programs.

These programs will call for a definite part to be played by manufacturers, wholesalers and retailers. This spells an opportunity for

suppliers, but also a responsibility. It should give retailers who tie up with such programs, a real lift, and at the same time, establish them solidly in their own communities. Programs of this kind will cover such matters as:

Balanced merchandise assortment; Careful stock control; Handling of seasonal promotions; Advertising and direct mail; Store layouts; Displays for windows and interiors; Credit control; Staff education; Handling of mark-downs, trade-ins and special sales.

Cost Analysis

Distribution cost analysis will play an important part in policy-making for the future. Cost accounting has been established for a long time as a major part of production management. It has been applied successfully by some people in the marketing field. Analysis methods are available for determining the contribution to profit derived from various products from various territories, and from various types of customers.

One produce company increased its profits several years ago, quite substantially, by eliminating one third of its sales volume. A clothing company produced a better profit and loss picture by withdrawing from certain territories. A large hardware organization speeded up its service and did a better profit job by eliminating a large number of unprofitable accounts.

Almost every manufacturer and wholesaler I know still has scope for improvement on one of these three counts. If an honest analysis is made, we will all find that quite apart from price control, we are all handling certain products, or certain territories, or certain accounts at a loss.

This is one of the factors that is giving an improved scope for wholesalers. Certain manufacturers who had gone into direct selling in a big way because they were desperate for volume some years ago, have now discovered that part of that volume is achieved at an unjustified expense.

They also look good from the drivers seat!

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The GERSTENSLAGER CO.

WOOSTER, OHIO

Established 1860

DESIGNERS AND MANUFACTURERS OF CUSTOM BUILT TRUCK AND VAN BODIES

Place of Retailing In Distribution

(Continued from Page 23)

limited time, necessity creates the illusion of demand conforming to the pattern of supply. But, in America at least, this is only because one customer, Uncle Sam, has a priority in wartime which overrides the wants of all other customers en masse. There is no reversal of the law, merely a temporary suspension of it as far as the ordinary citizen is concerned. It is a mirage which the far-sighted producer will rub out of his eyes as quickly as possible. Once again he will seek out and be guided by the old familiar blueprints of what the customers want, on which he had learned to rely so heavily before the outbreak of World War II.

These blueprints are the orders of the retailers, their initial orders, their re-orders and repeated re-orders, and quite as important, their final failure to re-order any longer. For these, in the producer's book, are the criteria of demand, the yardsticks which say, for his guidance in manufacturing, "thus far shalt thou go and no farther."

The system of retail distribution was comprised of 1,770,355 stores and establishments of one kind or another in 1939. That there are now or soon will be two million retail establishments seems obvious. Every one of these enterprises is one tiny finger which our economy-as-a-whole lays upon the pulse of a particular demand. In the complex entities of large department stores and supermarkets, many such fingers take the heartbeat of many such demands.

It is precisely because of his continuous contact with the consumer that the individual retailer is best-fitted among all the tradesmen in the whole field of production and distribution to turn around and say to the producers and the larger distributors: "this

is what the customer wants." When the retailer speaks thus, he speaks with authority because of his middle role, the role in which he stands with one hand on the counter alongside those of his customers while his other hand is reaching back into the markets of his suppliers for the things they want.

The apparent exceptions, such as mail-order houses, chain-store systems, and independent retailers organized for central buying, all of whom do very considerable quantity buying in advance, actually prove the rule. For these organizations are retailers. The magnitude of their operations, and, in the case of the mail-order houses, their catalogue promotions, follow buying patterns which began years ago at very much lower volume levels. Their expansion at all stages has kept in step with their experience. It is the fact that they have been in close touch with their

Furniture Packing

National Furniture Traffic Conference, Inc., Gardner, Mass., has published recommendations on packing and packaging as approved by its General Packing Committee. All furniture manufacturers should receive a copy of these recommendations by September 15.

After the furniture industry has had an opportunity to study the recommendations and subsequent suggestions have been cleared by the Committee, final recommendations would be placed on the Docket of the Consolidated Freight Classification Committee.

After hearings, shippers will be expected to choose from the group of packages recommended. If they do not comply with the approved specifications, it is said, a 20 percent penalty will be applied on l.c.l. shipments and 10 percent on carload lots.

customers continuously that has enabled them to minimize losses in mass purchasing. But no one lacking their experience with the consumers who patronize them could do it for them.

The retailer is the customer's interpreter to the manufacturing, wholesaling and jobbing trades. Standing face to face with them, in daily contact with the millions whose collective wants constitute what is called demand, the retailer translates what they will buy from him as single units into orders which measure those units in the hundreds or the dozens which are the language the retailer must talk to the man upstream in the economy. But the language of the unit must anticipate that of the larger denominations. Only the man who knows what he can sell in units is fitted by experience to say what it is safe for him to take by the case or by the carload.

That was the big lesson which was learned following World War I. In the midst of that war—30 years or more ago—Lew Hahn, general manager, National Retail Dry Goods Assn., raised a lone voice in the wilderness proclaiming the retailer as the purchasing agent of the consumer. Up to that time, the retailer had been considered by many, perhaps most, as the distributing agent of the manufacturer. The new definition was prophetic in that it struck deep into the fundamentals of a developing situation which was not then generally clear to all. It speedily became so, however, and the conception of the retailer as the properly accredited and commissioned purchasing agent of the consumer captured the imagination of producers and distributors alike by its simplicity, its clarity, its truth.

But that was not until the "buyers strike" and collapse of 1920 had demolished the old order in buying and the winds of reconstruction had swept away the debris. Prior to that time "inspired" buying, and "strokes of genius" in merchandising had been expected of too many of those entrusted with the stores' investments in stocks of merchandise. Unfortunately, for the trade as a whole, some really great traders, had by their native shrewdness

founded stores and built up family fortunes out of a combination of their own talents and the era of expansion in which they flourished. The picture of the "merchant prince" is really a Currier and Ives from the gallery of the earlier America of the railroad kings and the great bulls and bears of stock market history.

In the postwar days of the early 20s, the "by guess and by God" buying methods which had sometimes challenged the lightning by laying down a whole season's purchasing power at once and getting away with it were not revived. The pained surprise of the big producers is still vivid in memory: "What! Trial Stocks? No big orders before the Season opened? A sampling of lines? What's the idea?"

The idea was a new one and it was being accorded the reception which most new ideas meet when they encounter a traditional way of doing things. Fundamentally, it was the idea that re-orders rather than orders would keep

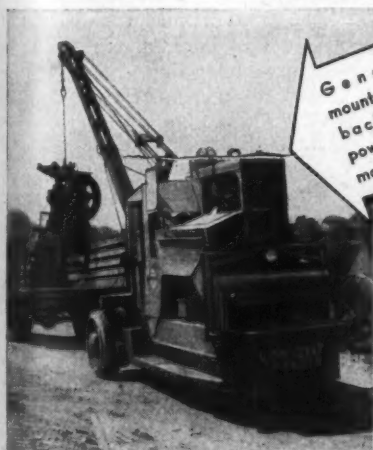
Jumble Basket



This display container, manufactured by Einson-Freeman Co., Inc., New York, is designed so that it will fold easily and ship flat. The dealer sets up the jumble basket, inserts the packaged product, and installs the display on a counter or in a window.

merchandising flying accurately on the beam of demand. But, where trial ordering seemed merely tentative to the retailers who adopted it as the initial step in the new process whose second stage would be re-ordering, it appeared at first only in an unfavorable light to the manufacturers. They thought it was timid. They called it hand-to-mouth buying. And hand-to-mouth buying it was, perhaps, particularly in the early stages when merchants who had been burned in the collapse of 1920-21 played it quite understandably too close to the chest. But this was only in the beginning.

The 20s saw the development of stock record systems, the efficiency of which soon removed the sting from the stigma and made the complaining manufacturer an early convert to the utility of the new methods. And before the long "buyer's market" of the 20s and the 30s went into its war-eclipse in the 40s, the best salesmen in the markets were using the patter of the store's own stock-record clerks



Generator mounted pick-a-back supplies power for lifting magnet.

HANDLE STOCK OR SCRAP WITH *MAGNET-EQUIPPED* CARGOCRANE!

Some forms of iron or steel, such as small stock, small parts or scrap, are handled best with a magnet. Users of LINK-BELT SPEEDER CARGOCRANES equipped with generator sets enjoy this added advantage. This nimble machine has power and speed, works in and out of narrow spaces, and handles with finger-tip ease, thanks to full hydraulic control.

Quick, easy handling at terminals and transfer points cuts costs all along the line. Have you ordered your LINK-BELT SPEEDER CARGOCRANE? Write for details, today!



LINK-BELT SPEEDER

Builders of the Most Complete Line of
SHOVELS-CRANES-DRAWLINES

LINK-BELT SPEEDER CORPORATION, 101 W. PERSHING ROAD, CHICAGO 9, ILL.
A DIVISION OF LINK-BELT COMPANY

to clinch an order. Visiting buyers often have been told: "This is a re-order number at Macy's" . . . "Gimbels have used a thousand dozen of these."

Balanced stocks became the continuous thing, the regular thing, the season-in-season-out thing, instead of an occasional or accidental phenomenon. The re-order became the order of the day. Customers learned that they could expect to find the articles they wanted most at the prices they desired to pay for them. For that is what the term "balanced stocks" means. It means that the factors of demand are so balanced in the items constituting a merchant's inventory that customer expectation is usually met successfully. Conversely, consumer disappointments are kept at a minimum.

The factors of demand which must be kept in balance are few and the operation of a stock and sales' record system which keeps them continuously exposed for the

guidance of the buyer and the merchandise manager is extremely simple. In its simplest terms it means that the public favors certain styles or types of articles at certain prices and is indifferent to others. Even the most rudimentary system kept by the clerical department will bring out daily the facts of the daily operation. The buyer can proceed intelligently to re-order the things customers want. Similarly guided, the buyer not only fails to re-order the articles not in demand but uses whatever methods the store's policy permits for their early disposition at least loss.

The most highly developed systems (and even these are not complicated) expose similarly all the factors of demand which should be taken into account if the merchandiser is to steer a safe course among the hazards of operation. These include, of course, not only the style or type and price of article involved, but the very im-

portant details of material or fabric, color, size, and timeliness. Failure invariably is the result of important unbalance in the factors of demand. In fact, it need only be present in a single one of them.

Color alone in articles of apparel frequently is the determining factor in profit or loss. When they want browns, they want browns, but when they want blues browns can be a drug on the market. A quantitative balance must be attained, and maintained, which will not necessitate undue resort to markdowns to correct an unbalanced condition.

End-sizes were always a big problem of the merchant whose buyers ordered "across the board" End-sizes are the unsaleable odds and ends in large sizes and small sizes after the heart of the stock has been sold at regular prices in season. A serious condition in end-sizes at the close of the selling season could and frequently did wipe out the paper profits of early season and mid-season. A good, well-operated, stock-record system, faithfully used as a guide by the buyer prevents most such losses.

The point has been made and it need not be labored. Suffice it to say, in summarizing, that all of the factors of demand need similar constant watching,—style or type, price material or fabric, color, size, timeliness. One good smart young girl in every department, a hound for detail, can point the way to profits and warn against the pitfalls of losses by laying before her buyer daily the positive and the negative trends in these factors of demand.

The negative trends include not only the slowing-down or cessation of demand for merchandise which is in stock but also the first appearance and growth of demand for merchandise which is not in stock. The merchant cannot sell what he does not have on hand. A certain percentage of special orders may be taken and subsequently filled without alienating customer good will. But in the main, the retailer either has got it or he hasn't. If one store hasn't got it, another one has, and well does the public know it. That's one of the things that make shopping centers popular. The merchant down the street

8,000 Different Items



Application of scientific merchandising technique to the distribution of aviation products is graphically illustrated in the new airport salesroom of Air Associates Inc., recently opened at the Teterboro Air Terminal, Teterboro, N. J. Modernization was planned and accomplished through the services of visual merchandising laboratories of Goodyear Tire and Rubber Co. on the basis of extensive field research.

Merchandising problem of Air Associates was to provide a salesroom in which

hundreds of small airplane parts, hardware items, instruments and materials could be segregated, described, priced and made easily accessible to the customer. This objective was accomplished in such a manner that inventories may be checked visually and display stocks replenished from under counter stocks. Magnitude of the study and effort required is indicated by the fact that the organization carries a stock of aircraft merchandise totalling more than 8,000 items.

or across the street offers immediate alternatives to the customer when the first store visited is "just out."

Far-sighted management provides for the continuous registration of all such unfilled demands. This is done on customers' "want slips" or "call slips" as they are called, as fast as the salespeople find that they cannot satisfy a customer because they haven't got the merchandise wanted. A careful tabulation of these "want slips" exposes at their very inception trends of demand which might otherwise go unheeded until general recognition that they were in demand forced all merchants to stock them. Of course, merchandisers endeavor to detect and exclude "freak" calls which are not representative of a general demand. Some notable promotional "firsts," or temporary exclusives, have sprung from a study of these simple "want slips" and fast action taken as a result. The resultant good-will which always comes to the merchant who is suddenly able to give the people

Distribution Costs

Seeking to combat rising costs in drug distribution, the National Wholesale Drug-gists' Assn. recently announced definite headway in a repackaging program designed to cut warehouse handling costs.

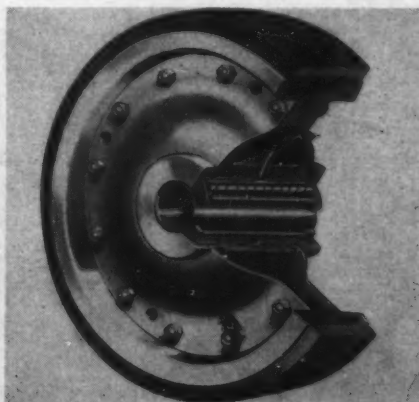
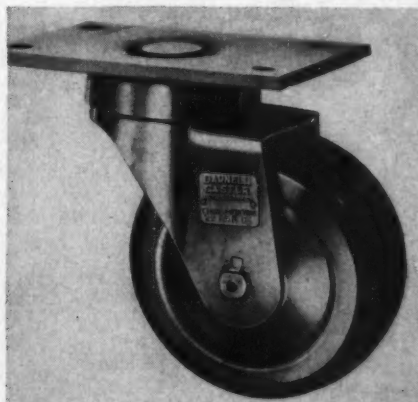
Many manufacturers already are changing shipping case sizes and others have evidenced interest in the move. Greater progress is expected when packing materials are available in large quantities.

for the first time what they have been wanting but have been unable to find anywhere are forms of recognition and reward much sought after by keen storekeepers.

The same principles govern service that govern merchandise. Like pease porridge, "some want it hot, some want it cold." Merchants have learned to give the customers what they want in service just as they do in goods. From the refinements of salesmanship that characterize 57th Street and upper Fifth Avenue to the self-service standards of 14th Street and Union Square in New York, for example, there is wide variation. From the

shopping centers of the country there are sounded all the notes in the scale of service. The selling techniques of department store, specialty store, chain-store, mail-order house, roadside emporium, supermarket contrast sharply. Every one of them has its place. Each is best for its own customers. If they want self-service, then self-service is the best service for them. If, on the other hand, deluxe service is demanded, then deluxe service is what the merchant should give.

So it comes about that it is the retailer, in all his multitudinous varieties and types, whose pipelines reach back into the great reservoir of production, who delivers what is wanted through a myriad of outlets into the homes of America. It is the retailer's function, acting as the purchasing agent of the consumer to bring to his customers the shares they desire of the inexhaustible pool of manufactured goods which has been created to meet their demands.



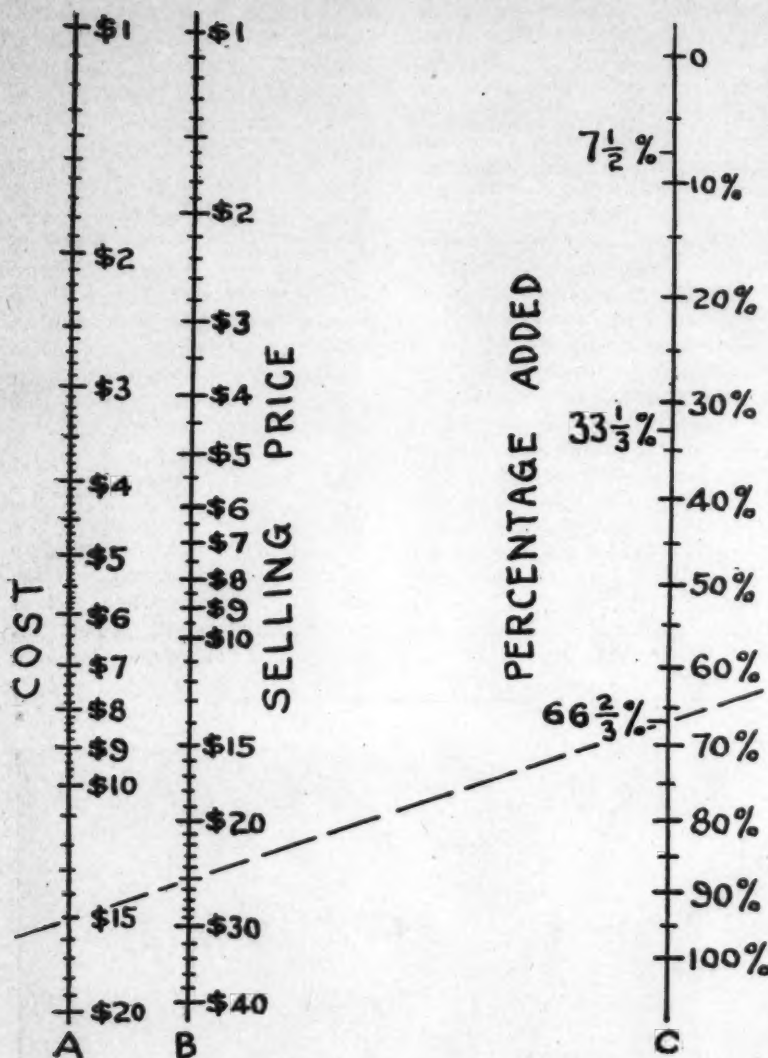
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DARNELL CORP. LTD. 60 WALKER ST. NEW YORK 13 N.Y.
LONG BEACH 4, CALIFORNIA 36 N. CLINTON CHICAGO 6 ILL

(Continued from Page 29)

How to Determine Selling Price



IF THE wholesale cost of a product is \$15, and the desired mark-up is 66 $\frac{2}{3}$ percent, a straight line drawn through \$15 (col. A.) and 66 $\frac{2}{3}$ percent (col. C.), indicates a selling price of \$25 in the intersection, (col. B.)

Should a mark-up of 100 percent be desired, a line through \$15 (col. A.) and 100 percent (col. C.) shows the selling price, \$30, in col. B. This method of calculation is entirely mechanical.

Any straight line across the chart solves a problem. Millions of combinations are possible. If the cost is known, and \$20 has been decided upon as the selling price,

a line through the cost (col. A.) and the selling price (col. B.) will reveal the percentage of mark-up in col. C. If two of the three factors shown on the chart are known, the third can be found mechanically.

The chart will take care of any price. It is a simple matter to add ciphers to extend the range of col. A and col. B. However, it must be remembered that these ciphers must be added simultaneously. By this method, if the cost were \$150, a mark-up of 66 $\frac{2}{3}$ percent would indicate a selling price of \$250.—W. F. SCHAPHORST, M. E.

banker is an almost instantaneous credit checking service. Here is how it works in the case of a certain statewide bank in California. When closing the sale of an electric refrigerator to a customer, for example, the dealer merely picks up his phone and calls the bank, giving the name and address of the purchaser and asking for a credit report. Sometimes the report is received immediately, sometimes it may take an hour or two, but in nearly every case the service is such that in the case of a favorable report the transaction may be completed and the purchase delivered (when available) the same day. This eliminates laborious checking of many references, some of which may have to be made by mail and extending over periods of days, sometimes with loss of the transaction because of the delay.

Even this unusual service is not the full extent to which your imaginative banker goes in facilitating the marketing of consumer goods. This same statewide bank assists with powerful newspaper, magazine and radio advertising, with colorful store signs and price tags and other sales aids.

In this day of governmental regulations in every field of business activity it is to be remembered that your banker makes it his business to keep informed of such rules as they affect financing, and this information is freely available to his customers.

A question now in the minds of all readers is: What does all this service cost? Naturally, one banker cannot speak for all other bankers in the country. It must be sufficient to say here that interest, discount rates, service charges or whatever form the cost takes, are at the lowest point in the history of banking. Local conditions determine the charges in each section of the country. It is a simple matter to take one's problems into the bank and discuss them in detail. Your banker is just as glad to see you, a potential customer, as you are to see a shopper.

Fleet Garage

(Continued from Page 40)

Brake lining of a dozen different sizes and thicknesses, bought in rolls, were placed in a specially divided cabinet, built for the purpose. The top was a bench, with a vise and a trough for brake shoes. At the end of the bench on pegs were special tools, including a hacksaw to cut off lengths of lining. A well lighted riveting machine was placed next to the subdivided steel drawers. Rivets, carefully measured, were kept in the drawers, each size labelled. This was not difficult because regular rivets come with two numbers stamped on them, one indicating the size of shaft and the other the diameter of the head.

When these arrangements were completed, the entire brake lining job could be done right there, with everything necessary directly at hand.

Atop the brake cabinet a tall section for glass was built to order, with narrow divisions. It is difficult to identify glass for cab doors and windows, with varied rounded corners and shapes for the different models. Each division was labelled to indicate where each glass was used, saving time in the selection of replacement panes. The arrangement also protected the glass from chipping and breaking.

A section of large bins was built against one wall, extending from floor to ceiling. This was for supplies that would not fit comfortably into the sectional bins. At the bottom were several rows of pipe fittings: nipples of different lengths and size; tees, bushings, reducers and valves. This was stock easily mixed up and, incidentally, requiring a frequent inventory. When pipe lines on oil trucks

showed a leakage, it was important to find repair fittings quickly.

Since the fleet was operated in the north, tire chains were required when ice and snow made driving dangerous. A large stock of replacement links was kept on hand. Here, again, was a little problem. Links for the same sizes of tires were bought in different lengths to compensate for tire wear. When replacing worn links in one chain, all links should be the same length. All links, therefore, were measured and the same lengths were put in a bin together. Thus there were several bins for the same size of tires but the links were of different lengths. Anyone who has tried to sort sections of chains from a pile will appreciate the time saved by this arrangement.

(Continued next month)

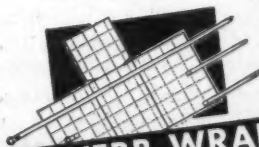


PROTECTIVE Coverings



Slingabouts protect the finish and make appliances easy to handle. Complaints are eliminated. Delivery costs are reduced. Slingabouts are thickly padded flannel lined canvas jackets that stand the wear of steady repeated service.

WEBB SLINGABOUTS



Wrapabouts are adjustable for safe delivery of various sizes of appliances. Heavy padded canvas with web straps and sturdy double ring fasteners. Several stock sizes for refrigerators and radio cabinets. Adaptable to any article.

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Webb Truck Covers are made to specification to fit any style body. Reinforced at all points of wear. First quality fabrics of weights to meet requirements. Waterproofed, fireproofed, mildewproofed. Send dimensional sketch.

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Webb tarpaulins are full size . . . not cut size. First quality fabric, superior workmanship. Any size, any weight. Waterproofed, fireproofed, mildewproofed as ordered for lasting protection indoors and out. Samples and prices on request.

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Left: New combination of hand truck and rack for carrying and storing oil drums. Center: Hand platform truck can be used with skids to effect handling economies. Right: A belt conveyor is a handy device to have near the truck loading platform.

Small Handling Problems

(Continued from Page 42)

fork-truck-pallet-system, if his goods are delivered from the producer in palletized loads, supplemented by the use of short lengths of conveyors, four-wheel hand trucks, two-wheel hand trucks and dollies.

The next step is distribution from the plant with a small truck to small stores spread over a wide area. In most cases, the best method of handling is with a light duty two-wheel hand truck with rubber tired wheels, either metal or wood construction, or four-wheel caster dollies, because it is necessary to handle in small lots and deliver directly into the store. Of course, the ultimate consumer picks up small quantities of individual bottles and handles from this point by hand.

Thus, we find the breakdown occurring at various stages in distribution which completely changes the type of handling required for the same product. What occurs in the case of bottled beverages occurs also with respect to other consumers' goods, such as milk, bread, clothing, fuel, etc.

Therefore, it is necessary in considering the handling of consumer goods, to approach the problem from different phases of distribution. We have covered the manu-

facturer and large distributor several times in other connections.

In this issue we want to cover the small distributor, dealer and retail stores. Their handling problems are important because at this point, the savings must be made on a wide variety of items being handled in small volume.

The equipment to apply to these problems should be of the lightest possible construction, but sturdy enough to withstand the service required under many difficult operating conditions. In equipment for this type of service, we find the two-wheel hand truck, which for many years was a heavy, cumbersome unit with cast plain bearing wheels, which frequently damaged linoleum in the consumers' homes, and the floors in stores where merchandise was being delivered. Also it was difficult to operate by the individual making the delivery.

As better materials handling methods have been developed hand trucks have been modernized and streamlined in design, and better materials have been used. Most two-wheel hand trucks used in the delivery of consumer goods are now equipped with rubber tire or composition wheels, with anti-friction roller or ball bearings, are of light tubular construction, often

aluminum or magnesium, which makes them both sturdy and light. The use of rubber tires or composition wheels protects floors, and makes for more quiet and easy operation.

In department stores, for example, the use of stainless steel or aluminum hand trucks with pneumatic tired wheels, and rubber or composition corner protectors, makes for quiet operation, ease of handling by the operator, and prevention of damage to merchandise and sales floors.

In wholesale and retail food produce markets, the use of the lift truck and skid principle, either the full hand-controlled units, or the hand-controlled power-operated units, reduce time and effort of handling, and the development of storage battery operated tiering machines which are power driven and raise the load by power is simplifying the handling of pallet loads, with the unloading of trucks, the stacking of materials in storage, and the transportation from tail gate to storage point.

In many receiving and shipping rooms where a number of consumer goods are handled either in small or fairly large volumes, the use of short sections of wheel or roller gravity conveyor with portable

stands, designed for ease of adjustment, and the use of small portable power belt conveyors, increase speed of loading and unloading of merchandise.

In other cases, the use of a light duty monorail system, and electric hoists speeds up handling operations, reduces the fatigue of operators, and saves time and money.

In the handling of linoleum and other types of floor coverings, special trucks have been designed, with rollers, so that the material can be rolled off and measured for length, and cut without removing the large roll from the truck. Special trucks have been developed for handling stoves, refrigerators, radios, etc., making the operation a one-man operation, and often eliminating the necessity of a helper on delivery trucks. On many delivery trucks the installation of elevating end-gates operating directly from the power take-off makes it possible to raise and lower heavy loads at remote delivery points.

Packaging engineers are designing containers to facilitate handling either manually or mechanically, as well as to protect the commodity. Small distributors are starting to realize the possibilities of the use of trailers. Just before the war, a number of the washing machine manufacturers had assisted their dealers in obtaining one-wheel trailers for use behind the salesmen's passenger cars, so that delivery could be made quickly in city, suburban and rural areas. The use of these trailers speeded up deliveries, and demonstrations, and made for ease of handling and increased sales volume.

The use of special devices for handling, storing and delivering consumer goods is on the increase, and while direct savings cannot always be cited to justify the purchase of this equipment, its use is recommended in order to insure safety both to commodities and personnel. The reduction of accidents, the improvement in working conditions, and other benefits derived more than justify the cost of these units, and the indirect savings bring returns sufficient to amortize the cost of the equipment in a relatively short period.

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MODELS 391 and 432



Standard Portable
Units from 14' to
50' Long. Stationary
Units in Lengths to
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For Bags, Boxes, Cases,
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Farquhar Conveyors . . . used singly or in tandem . . . can be set up quickly to move materials with speed and economy. Recommended for stacking, loading, elevating, horizontal conveying, sidewise movement or carrying from floor to floor.

Ask for descriptive folders covering conveyors for handling all sorts of bulk or packaged commodities—or ask for our local representative to call.

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PORTABLE OR PERMANENT MATERIAL HANDLING CONVEYORS FOR COAL, COKE, SAND, GRAVEL, BAGS, BOXES, CRATES, CARTONS, BARRELS, ETC.

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ONE MAN HANDLES LOADS UP TO 15 TONS

Whether you move loads of 250 pounds or 15 tons—you can make it a one-man job with a P&H Electric Hoist. There are sizes and types for all requirements up to 15 tons—for all types of monorail systems.

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Write Today for
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Helpful Information
and Pictures

Facing the Facts In Distribution

(Continued from Page 26)

While this data was submitted to exemplify the problems of the consumer, surely it is relevant to remark that this situation provides also a dilemma for the retailer. What is the nature of the pressure which results in this multiplicity of brands in one store? A study made by the Federal Trade Commission provides an answer in its section on the canning companies:

"Of the 124 companies furnishing information, 73 stated they did not advertise their canned vegetables, fruits and juices, and 46 said they did some advertising.

"In 1939, 43 of the advertisers spent \$3,285,475 for advertising. Expenditures of individual companies ranged from \$42 to more than \$1,100,000 and averaged \$76,406. The large companies spent larger proportions of their net sales for advertising."

From these figures it is safe to estimate that of the 124 companies reporting, the eleven largest spent probably 75 percent of the money paid out for advertising canned vegetables, fruits and juices. In other words, the products of 113 companies were purchased by distributors either under non-advertised private brand labels, or some distributor's label, and by competitive criteria alone. But the products of the eleven leading companies were purchased under conditions of "monopolistic competition;" that is, with the freedom of choice in effect restricted or distorted both for the distributor and the consumer.

It is true that monopolistic practices are not absent from the field of distribution itself. The anti-trust action against the Great Atlantic & Pacific Tea Co. has revealed the multiple forms through which a giant distributor maintains its dominance. Yet even in the case of the A&P it has had to adjust itself constantly to competition at a rate which giants in pro-

duction generally find unnecessary because of their position.

One study made by the T. N. E. C. was based on 1,807 products from the Census of Manufactures for 1937 and covered somewhat more than one-half of the value of production in manufacturing. Of the products analyzed "for about one-half, the leading four producers accounted for 75 percent or more of the value output of each of these products. . .

"Further, three-fourths of the total number of products were produced under such conditions of control that the leading four producers accounted for one-half or more of the total U. S. output."

Contrast this degree of concentration with the fact that the A. & P. at its peak in 1933 rang up 11.6 percent of all food sales in the United States. Where it was itself a processor or packer, as in the cases of coffee and tea, it took close to one-fifth of the national business, and as a baker "only one competitor, Continental Baking, is said to have topped them."

New Dimensions

The distributor in this postwar world has to add three dimensions to his thinking.

First, he has to see the whole pattern for each major group of products. Thus, the department store will no longer be able to maintain the head-in-the-sand attitude towards women's hosiery, for example, and observe only the rival department store across the street. He will have to consider the shoe chain, the variety store, the drug store, the supermarket perhaps, as well as the possibly revived neighborhood store and the house-to-house canvasser. Obviously, the traditional mark-up in the furniture or notions departments will then no longer be rational criteria for determining the mark-up on ladies' stockings.

Secondly, the distributor will have to learn how to employ *marketing arbitrage*. Based upon his selling costs and mark-up requirements he can begin to determine which of the lines he carries are most vulnerable to the depredations of other distributors and which lines he, in turn, can capture from them. A simple chart of the mark-up requirements of different lines of business, translated into a single item, can be most revealing. Here is one, using a hypothetical \$6.00 a dozen nylon stocking as the base and showing the retail price per pair in various retail establishments if each applied his traditional mark-up:

Florist shop	\$1.23
Bakery shop	1.12
Jeweler's	1.01
Fur shop	1.00
Radio store92
Furniture store89
Gift shop88
Department store79
Variety store74
Drug store73
Filling station67
Grocery store62
Combined grocery & filling station61

(*Harper's Magazine*, July, 1945, "Who Will Get What, Where?" by Victor Lebow, based principally on Dun & Bradstreet's "Ratios for Retailing.")

By exercising his role as arbitrageur the distributor can counter monopoly pressures more effectively.

Finally, it is time that business as a whole and distributors in particular tore away the veils of secrecy with which monopolistic pressures and practices are clothed. Surely, monopoly and its ways are not the private interest of economists and politicians. Why is there this chasm? No one is more directly affected by monopoly than the businessman, yet its characteristics and the means of combatting it do not as yet form that essential element in business thinking, analysis, and decisions which their importance demands.

The role and power of monopoly is at its mightiest in the life and death cycle of the small and independent business. In the 39 year period from 1900 to 1938, 15,989,000 new concerns were established and 14,013,000 closed their doors.

Obviously, all but a tiny fraction were small concerns. And probably four or more out of every five

were either retailers or wholesalers. Today, most business is small business and most small business enterprises are in distribution. Therefore, their survival involves not only the acceptance of the small business problems as the concern of our whole economy but also the recognition that mass distribution is impossible of achievement without a program that will enable small retailers to compete with lower mark-ups and declining expense ratios.

The challenge of mass distribution, therefore, is a gage flung down before American business and American democracy. We refuse it at our peril.

Warehouse Outlets

(Continued from Page 67)

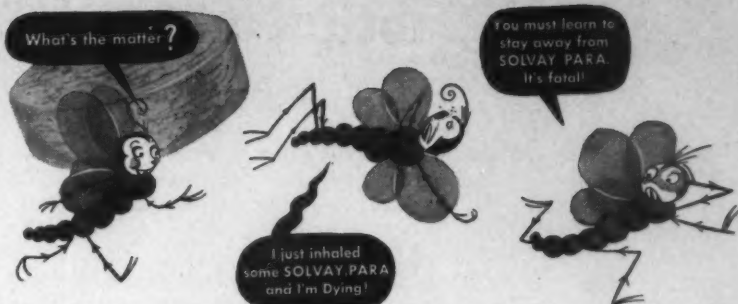
In planning its expansion in the sales field, the company has given careful consideration to its selling organization. The first step was the chartering of a new corporation, Culbertson's Inc. The charter, which is very broad, permits the company to engage in a wide variety of interests, ranging broadly from general warehousing to the sale and flying of airplanes. The work of the new corporation is divided into two branches, sales and service, each in charge of a vice president.

Every effort is being made to coordinate the various functions of the new organization in such a way that not only will the company reap substantial benefits from the undertaking, but (1) so that the manufacturer will feel that his interests are fully protected, and (2) so that the customer will receive the highest possible measure of service and satisfaction.

Helicopters

The use of helicopters to link suburban communities with a metropolitan airport was proposed recently by United Air Lines in an application filed with the Civil Aeronautics Board.

United proposes to have the helicopters carry mail. However, if the project should prove successful, helicopter service might be extended to passengers, express and freight, it was announced.



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*New improved
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E.A. ORDER TODAY!

THE MINING SAFETY DEVICE CO.

DEPARTMENT DA • BOWERSTON, OHIO

Plastics and the Public

(Continued from Page 27)

acrylics, caseins, cellulose, polyamides, polythlenes, polystyrenes, shellac, vinyls, buna n, buna s, neoprene, butyl, and thickol, can he be blamed for his reluctance to add new complexities to an already complex life?

Perhaps I am jumping off the deep end when I suggest that the industry narrow down the number of its basic plastics products to a relatively few that stand the test of use. Since so many of the newer plastic products constitute refinements and improvements of earlier compositions, it seems that the industry might reduce the number of products with which it wishes to bombard the public. Just as modern doctors have abandoned some of the concoctions of the medicine-man, the plastics industry should be able to discard many of its old products, "hang-overs," that merely serve to confuse.

Undoubtedly the situation would not seem so serious if manufactur-

ers did not heighten the confusion by adopting a multiplicity of trade names for each of the basic plastics materials. Some individual products have as many as half a dozen to a dozen trade names. To make matters worse, such complex names have been devised that the average layman can neither pronounce nor spell them. How can a housewife remember such terms as Melmac, Plaskon, Resimene, Nixonoid, Kodapak, Styraloy, Styramic, Plasta-cele, Ethocel, Sylplast, and Resinox? Some of the names sound like those of Indian potentates. Take Indur, Insurok, Malakat, Geon, and Saron, as examples. How is it that no manufacturer has adopted the name "Seitsalp," which is "Plastics" in reverse? The situation in the plastics industry is almost as perplexing as it is in the perfume industry, which has resorted to such exotic designations as "Alluring," "Breathless," "Indignation," "Romance," "My

Sin," "Christmas Eve," "Passion," "Fabulous," and so on.

It's high time to do something about this matter of simplification of products and of names. Neither retailers nor their customers have any intention of attending schools of technology to learn a vocabulary of trade names.

In this connection, don't forget one almost instinctive device in which we humans take refuge. We tend to distrust and to discredit the things which he don't comprehend. If we are not familiar with plastics products and if we don't understand them, we are inclined to brush them aside as not good, if for no other reason than to hide our ignorance.

2. APPLICATION. Plastics manufacturers should endeavor to make more constructive applications of products. To build a lasting and expanding demand for plastics products, every effort must be made on the one hand, to develop

The transparent plastic tablecover is made of du Pont polythene.

Nylon strips form chair back and seat. Screen is made of lucite.



more useful products and, on the other, to guard against inferior products. Production of merchandise that is unattractive, dangerous or unsuitable must be avoided. Fabrication of merchandise that is unattractive due to such shortcomings as bubbles, discolorations, and irregularities must be forestalled. Customers must be protected from dangerous merchandise that might result in bodily harm through use of inflammable materials, through careless processing that leaves sharp edges, and through other hazards.

To insure a wiser application of products, manufacturers should establish a program for the pre-testing of various materials under conditions that resemble actual use. If necessary, they should seek the assistance of an outside testing laboratory which would affix its seal of approval to products that meet its standards of satisfactory performances and that would refuse endorsement to products that fail to "measure up." Through this or other means, the best uses for different materials and the best materials for different uses must be discovered.

3. INFORMATION. To win wider acceptance of plastics by the retailer, manufacturers must adopt every possible means of education. This is no easy task. The average retailer carries in stock hundreds or even thousands of different items. He cannot hope nor will he try to search out for himself the facts about these innumerable articles. It is the manufacturer's responsibility to educate him and his customers to accept and to request plastics. Through periodical advertising, radio programs, press releases; through talks and demonstrations to women's clubs and other organizations, and through other educational and promotional devices, manufacturers must endeavor to spread the news about the virtues of their wares.

I recommend, especially, that plastics manufacturers plan to make liberal and intelligent use of informative labels which advise salespeople and customers of at least five indispensable facts:

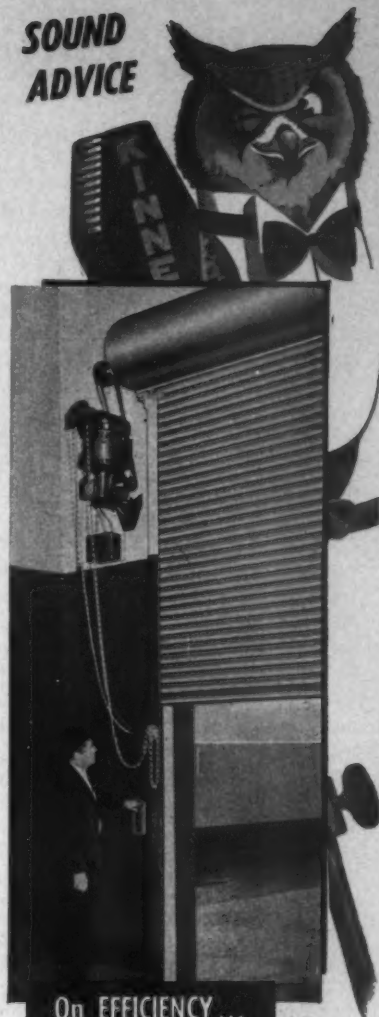
1. The name of the product.
2. The material of which the product is made.
3. The uses for which the product is intended.
4. The special benefits the product offers.
5. The proper care of the product.

Of the many advantages that accrue from the use of informative labels, two stand out as of special importance. First, informative labels serve as a ready reference and as corroborating evidence for salespeople who have little opportunity and little incentive to memorize the facts about plastics. Second, they serve as buying guides to customers who are "just looking," without the aid of salespeople.

4. COMBINATION. As a fourth and final suggestion, I propose that plastics manufacturers form a still stronger combination through their society for the promotion and protection of their mutual interests. The old axiom, "a chain is only as strong as its weakest link," applies to an extraordinary degree in the plastics industry. One careless, inefficient, or unscrupulous manufacturer can undo much of the good accomplished by hundreds of conscientious, competent, and skillful manufacturers. The customer who has an unhappy experience with one plastics product is likely to jump to the conclusion that all plastics products are faulty. It is in the interest of the industry, therefore, to build an even more powerful association to examine searchingly all plastics products produced. One positive move in this direction would be the establishment of the testing bureau to which we have already referred, as a means of giving industry approval to acceptable products and of expressing disapproval and withholding endorsement of unacceptable products.

How far the plastics industry will advance in the future depends in large measure on the steps that it takes now in the direction of simplification, application, information, and combination.

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SPACE-ECONOMY...

For every doorway!

Your door troubles are over when you heed the sound reasons why Kinnear Rolling Doors serve so much better so much longer! Their smooth, easy, coiling upward action saves time and effort, makes all floor and wall space usable, keeps them out of reach of damage when opened. The all-metal ruggedness of their famous interlocking-steel-slat construction means longer life, extra protection against fire, theft, accidental damage, and the elements. Write today for full details on Kinnear Steel Rolling Doors.

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Offices and Agents in Principal Cities

KINNEAR

ROLLING DOORS

Wartime Efficiency Here to Stay

(Continued from Page 34)

counting on this program to help us meet present inflationary trends.

Early in 1942, we started experimenting with women route salespeople. We found that they could do the work, although it was necessary to set high standards of physical fitness. Some of them did the job better than the men they replaced. At the peak of the manpower shortage, which in our company was reached in 1944, we had 750 women operating routes and 50 assigned to supervisory and training work.

We had to make the physical work for the women as light as possible, so in our sales programs we used more printed material and less weight in samples for them to carry. We installed in our branch stockrooms a standard set of shelves more suitable for women. We consolidated our system of accounts from six books to five; and our route operations went to a five-day week.

These changes, made during the war for the special benefit of the large number of women then being hired, have been retained because we have found that they have made the job easier for our men.

Incidentally, we found during our employment of women that they are not so subject to motor vehicle driving accidents as they are made out to be by some men. It is true that our women drivers were charged with more dented fenders and automobile body scratches than were our men drivers; but our women drivers had less serious accidents and fewer demolitions than men.

Our heavy loss of men to military service and war industries put a heavy load on our recruiting and training program. Sometimes it was difficult for us to hire replacements fast enough to fill our vacancies, so our training program became brief and sketchy at best.

In order to help relieve this pressure, we established training schools at Kansas City, Chicago, and Pittsburgh, where new employees were sent to be taught the fundamentals of route operation. This reduced our branch training period by two weeks and produced better-trained men. The savings in time for branch managers has more than offset the travel cost and the salary of a trained instructor. These schools have proved so beneficial that we expect to continue them.

Our business had been one of highly centralized control, with

prime responsibility resting in home office management. The rapidly changing conditions of wartime made flexibility essential; so a necessary step was to place much of the responsibility for personnel direction and operating problems on the shoulders of our district managers. This responsibility, and the authority that must always go with responsibility, was passed on down the line through our field organization with gratifying results. Thus, during the war, we were building better men and a stronger organization. This gain will be retained and increased for the future.

In total, we have found that each wartime problem brought with it an opportunity. This realization has prepared us to meet the peacetime problems of keener competition and the demands of our customers for better distribution service.

Packaging For Consumers

(Continued from Page 51)

rate these two categories. It is here that we can expect a virtual avalanche of new and striking developments in the field of packaging. With our greatly increased capacity for aluminum, latex, acetate and many other products, it is not surprising to note the research pointed at more liberal use of metals and plastics in the packaging of consumer goods. The pliofilm that only a few months ago helped airplane engines reach our flyers in top-notch condition may assume the prosaic responsibility of delivering golf clubs in prime order. The aluminum which was moulded into military aircraft may be beaten into sheets to bag onion flakes.

While the overall picture in consumer packaging shows an industry on the open road to progress, there are a few industrialists who prefer to hide their heads in the sand and see none of the realistic situations surrounding them. One

still finds those who proclaim, "Packaging relie or not, this is the container selected by our founder 85 years ago and we dare not change"; or who make such, fallacious statements as "Why introduce a box with dispensing cut-off closure?—we don't care how much of our products the consumer wastes"; or who, in similar vein say, "Supposing the wet sink does cause the bottom of our box to disintegrate, we sell just that much more soap flakes"; or the executive with the capital equipment bogey, who says, "Well, supposing our tops are a little hard to open, we can't change our equipment overnight. Besides, if purchasers would only follow directions on the stuffer, they would have less difficulty."

Those who refuse to recognize the progress around them will be forced to fall into line when supply once again catches up with demand.

Traffic Management

(Continued from Page 44)

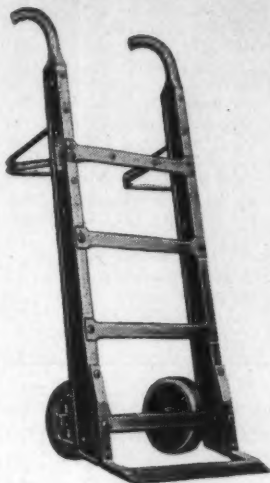
consumer goods, especially where strong competition has to be met. Any constant oversight on the part of a shipper in using the wrong description in bills of lading can and does lead to loss of sales because of unnecessary high freight rates being assessed by carriers.

A manufacturer of a consumer product was making slow headway in the marketing of his stock against long established, and well entrenched competitors. For one thing the manufacturer's sales unit price was slightly higher than that of other producers. Despite all his close figuring he still was unable to pare his costs. Then he turned to traffic management for advice.

Investigation by the traffic department revealed that the product was being advertised, and described in bills of lading, as an extract for use in cooking, but that it definitely was a table sauce and generally used for that purpose rather than for any other. Further study showed that "table sauce" took a classification rating of R 26 (55 percent of 1st class) in the territory in issue whereas 3rd class (70 percent of 1st class) applied on extracts. This meant that when the 1st class freight rate was \$1 per 100 lb., extracts would be charged at 70c. as against a lower rate of 55c. per 100 lb. for table sauce. It was just this slight disadvantage which prevented the manufacturer from meeting competition on even terms. Satisfactory marketing results were attained after the manufacturer's advertising literature was revamped, and the correct description used in bills of lading, in line with the findings of traffic management.

We have in mind another manufacturer who makes an extensive line of consumer products. He never has any trouble in obtaining the lowest applicable freight rates because the contents of all of his advertising literature, and descriptions in bills of lading, are carefully determined in advance through cooperation between his

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HAND TRUCKS



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American Pressed-Steel Hand Trucks reduce materials-handling expense because they are stronger, lighter, better balanced and easier rolling. Pressed-Steel construction makes American Hand Trucks practically unbreakable—without making them heavy! Careful design gives them proper balance to relieve the trucker of most of the weight of the load! Anti-friction bearings and true-running rubber tread wheels make them easier rolling, reduce trucker fatigue!

Wherever hand trucks play a part in the movement or handling of materials, it will pay to use American Pressed-Steel Hand Trucks. Write today for your copy of the American Hand Truck Catalog.

The American Pulley Company

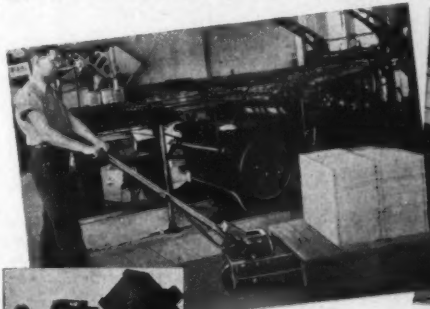
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RED GIANT LIFT-TRUCKS are made single, two-stroke and multiple stroke hydraulic, capacities up to 15,000 lbs. Safe and durable.

REVOLVATOR CARBOY DISPENSER easily and safely lifts and pours hazardous acids into vat or tank. Send for Bulletin 142.

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HYDRAULIC LIFTS for servicing power trucks, as shown, or as press feeders, ramp eliminators and floor to floor operation. Send for Bulletin 96J



REVOLVATOR Co.

DESIGNERS AND MANUFACTURERS OF MATERIAL HANDLING EQUIPMENT

396 86th St.

NORTHBERGEN, N. J.

Since 1904

engineering and research department, sales department, advertising agent, and a traffic department. He knows the value of traffic management, and relies upon its guidance in affairs connected with transportation. This enables him to compile sales prices on the basis of the true cost of carriage.

It is not an uncommon practice for manufacturers of consumer goods to sell to retailers on the basis of "f.o.b. destination" to points where the freight rate is not in excess of a certain amount per hundred pounds. To illustrate: Producer "A" agrees to pay the freight charges on all consignments to destinations where the freight rate from his point of shipment does not exceed, say, \$2 per 100 lb. anything over that rate being charged to the purchaser. Under this plan an accurate list of freight rates is essential, otherwise complications will arise and relations with customers can become strained.

An exigency of this nature recently did come about in the business of Producer "A" who sold his product as described in the above given illustration. His sales and accounting departments had to rely upon freight rate quotations furnished by the carriers. Often, through no direct fault of

Retailers and Radio

The National Retail Dry Goods Assn. recently released the results of a survey of the nation's retailers made to determine the value of radio advertising as applied to department stores and specialty shops.

The replies, which came from stores of every type and size, and geographically represent the entire country, show that as a whole, retailers use only a fraction of their advertising budget in radio, and that only 2/3 of the stores sampled used the medium at all.

An NRDGA spokesman observed from the results of the questionnaire: "It is evident from this study that somewhere somebody is failing to give radio the proper push insofar as retail advertising is concerned. Whether this be the fault of the seller of the time or the purchaser is not clear from this investigation. Quite possibly it is the fault of both."

the transportation companies, the rates quoted by them were in error thereby causing misunderstandings and arguments between Producer "A" and his customers. This, naturally, was not helpful in maintaining customer good-will, not to mention the time lost in making corrections in invoices.

Calling upon traffic management, Producer "A" explained the situation. The traffic department worked up rate cards, each containing the correct freight rate and route via rail, truck, and

freight forwarders, together with the minimum charge, etc. It also sketched a map which defined the area in which freight rates from point of shipment were \$2 per 100 lb. and lower. A glance at the map enabled the accounting and sales departments to determine quickly which destinations were within the scope of the \$2 maximum, and reference to the file of cards gave the exact rate and route to be used. This system, supplied by a traffic department, eliminated the difficulties which formerly had arisen through lack of definite information. It ended the bickerings which too often had occurred between the seller and the buyer.

Take another case where traffic management facilitated the marketing of consumer goods. The major portion of the shipments of a manufacturer were consigned to retailers in less than earload lots, and in packages which came under the 3d class scale of freight rates. A traffic department recommendation brought about the use of five-gallon drums as containers for the product in question bringing the freight rates down to 4th class. (If 3d class rate were 70c. per 100 lb. the 4th class rate would be 50c.). The substitute was lighter in weight and cost less than the package previously used. With the savings in cost and weight plus the reduction in freight rates the total savings in transportation charges amounted to over \$20,000 yearly. On top of everything else damage in transit to shipments was drastically curtailed, and the customers were much more satisfied in every way.

In one company, which shipped to various large retailers, consignments were forwarded via l.e.l. rail service or by truck as quickly as the goods were produced. It was assumed that this method insured quick delivery to the customers. However, the latter frequently complained of slow arrival of shipments. A traffic department study indicated that by holding the orders for two or three days sufficient weight could be accumulated, for each of the consignees, to provide for shipments in earloads. The change was made. Instead of from 10 days to two weeks in transit, for l.e.l. lots, the aver-

Salesmen's Traveling Expenses

A MARKED increase in the proportion of salesmen's traveling expenses to total sales from 1944-46 and a growing concern on the part of management with how such expenses can be controlled are indicated in a recent survey published by the American Management Assn.

The report, which covered 92 companies, showed that though transportation, automobile and hotel room expenses as a proportion of total traveling expenses declined from 1940 to 1946, the portion of expenditures on meals and miscellaneous items increased, and entertainment expenses climbed from little more than 11 percent of the total to almost 14 percent.

Of total traveling expenses, the AMA report states, about 43 percent goes to transportation including auto travel, 14 percent to hotel rooms, 18 percent for meals, 11 percent to personal items like tips, valet, laundry, telephone and other miscellany. The total traveling expenses of the average salesman of the companies providing data, however, were shown as

1.35 percent of the total sales in 1946, compared with 1.58 percent in 1940.

Many sales managers who replied to the questionnaire stated that control of expenses is required today to avoid public criticism, and because of the current squeeze between costs and prices and the resumption of full competition. The report suggests further investigation and comparison through trade associations and other homogeneous industrial groups.

The report noted that while the methods of control varied greatly from one industry to another because of selling problems peculiar to each industry, the four favorite present methods of evaluating traveling expenses were:

Comparison with past records of the individual; personal scrutiny by senior executives; comparisons with other salesmen; and with the remembered experience of senior executives. Other methods include fixed auditing standards, evaluation of the type of customers and territory.

age time for carloads was four days from origin to destination. Customer good-will increased due to the assistance rendered by the traffic department.

The evidence submitted herein is but a small portion of what could be listed to prove the value of traffic management. Production depends on consumption. Distribution encompasses both. To consummate buying and selling transportation is imperative. Where transportation enters into the picture traffic management should be consulted. It facilitates the marketing of consumer goods.

Handling Institute

Types of service which might be rendered to members immediately were discussed at a recent meeting of the Material Handling Institute, Inc. in Cleveland. The organization's headquarters are in Washington, D. C.

Salient points considered included:

1. Study and development of exhibition techniques.
2. Use of the institute's Washington office to represent members before government agencies.
3. The formation of a materials handling library to supply information to government departments, colleges and other interested organizations and individuals.
4. Dissemination of news to the public through publications and other channels.
5. Compilation of industry production and sales figures either through the institute or through appropriate government departments.

Road Building

Shortages of labor and materials have failed to retard the postwar road construction program, Charles M. Upham, director, American Road Builder's Assn., disclosed recently. He pointed out that \$400,000,000 already has been expended to repair the nation's highways since the end of the war.

Good Management

Regardless of whether unions are planning to demand an annual wage in the next round of collective bargaining, stabilized employment is a worthy goal for the individual company simply because it is good management, and is of growing importance in the nation's industrial future, according to a recent study of the American Management Assn.

Electric Protection against Fire • Burglary • Holdup

Aero Automatic Fire Alarm

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Controlled Companies of

AMERICAN DISTRICT TELEGRAPH CO.
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Heavy duty, anti-friction bearing equipped machines with 30" width belts—in 20, 25, 30, or 35 ft. lengths. Ample head and side clearance for large packages. Gasoline or electric motor drive.

Catalog and prices on request

GEORGE HAISS MFG. CO., INC., Canal Place & E. 144 St., New York 51, N. Y.

Washington Appraises: SUPPLY AND DEMAND

(Continued from Page 35)

34 percent behind prewar production. Gas ranges paralleled prewar figures, but production is now slipping for lack of steel inventories and other materials. Electric irons managed to attain prewar levels but are now dropping back in production for lack of steel and temperature controls. Radios reached the prewar levels of 1,100,000 sets per month. It is illuminating, however, to learn that 90 percent of the production comprises the table model, the other 10 percent divided 4 percent in the console type, and 6 percent automobile radios. Before the war 69 percent were console models. Lumber is said to hold back the console-type production, as well as the lack of basic materials which impede all production throughout the national economy.

This picture is interesting for the reason that it comprises the consumer goods highest in the scale of demand. Repeated sample surveys have shown that people want washing machines, electric irons, mechanical refrigerators, stoves, electric toasters, radios, vacuum cleaners, sewing machines, heating stoves, electric fans, and water heaters. It is significant that General Electric has told government people it plans sales by 1948 at the rate of \$1,000,000,000 annually, compared with its average of \$679,000,000 in the best prewar year. In Chicago, the federal officials report a huge crowd of potential buyers crowded the International Home Furnishings Show, but found only a limited display. Some furniture people reported they were producing 50 percent more merchandise than before the war, but that their output was far behind consumer demand. Furniture is particularly behind consumer demand because of the 5,000,000 war marriages.

Consumer demand in farm homes is greatest for rugs, dining-room

chairs, dining tables, living room 2-piece suites, kitchen cabinets, stoves, dressers with mirrors, metal bedsteads, mattresses, bedsprings, blankets, sheets, comforters, and dinner plates. On the farm the major demand for those things necessary for the operation of the plant consists of tire pumps, metal water storage tanks, wrenches, flashlight batteries, tractor-tire chains, monkey wrenches, corn and hay knives, wooden water storage tanks, fence control batteries, grinding wheels, electric motors, engine and tractor fuel storage tanks, galvanized pails, tractor tires, roofing gasoline and kerosine cans, hand drills, cylinder locks and night latches, floor brooders, cream separators, drill bits, pliers, cold chisels, barrel pumps, padlocks, lumber, grease guns, chains, wick lanterns, truck tires, shovels, scoops, spades, snow shovels, sharpening stones, rope, clevises and swivels, hammers, harness, ignition batteries, files, etc.

The 2,500,000 farms connected for electric service seek modern water systems, electric milkers, and electric milk coolers. The homes want radios, and electric appliances of all descriptions.

1947 AWA Convention

The 1947 convention of the American Warehousemen's Assn., Merchandise Division, will be held the week of March 16 at the Hotel Jefferson in St. Louis, Mo. This was determined at a meeting of the AWA Executive Committee recently at Chicago.

Plans to hold the largest demonstration of modern materials handling equipment in history as a feature of the convention also were announced by the committee, and a special committee headed by Albert B. Drake, president both of Drake, Stevenson, Sheahan, Barclay, Inc., New York, warehousing and materials handling consultants, and of Lehigh-Lackawanna Warehouse & Transportation Co., Jersey City, N. J., has been named to arrange the event.

Consumer demand for food-stuffs has caused the canning industry to reach an all-time high in production of canned fruits and vegetables. The market will offer in excess of 425,000,000 cases during 1946-47, 9 percent more than in 1941-42. There will be 53,600,000 cases of fruits; 96,000,000 cases of juices; 130,800,000 cases of seasonal vegetables; 112,400,000 cases non-seasonal vegetables; and 14,000,000 cases baby food. Even with this record volume, the supply will not be sufficient to fill the demand.

This demand for shoes impelled the manufacturing industry to announce it would produce approximately 550,000,000 pairs this year. This exceeded by 150,000,000 pairs all previous production. Hides, however, are scarce and getting scarcer. Leather is almost out of the market. It is understood in Washington the actual production of leather shoes will be far under 300,000,000 pairs. The rest of the 550,000,000 will consist of shoes made of plastics, combined with textiles and rubber composition material. In some instances, leather will be combined with all these materials.

Textiles have been kept under tight control. The low-cost clothing program is not affected by the fate of OPA. Under the Second War Powers Act and the Stabilization Law the Civilian Production Administration is empowered to channel materials to low-cost production. The control to all intents and purposes holds the price line indicated by OPA. It is anticipated this system of control will be applied in almost all other lines should the Congress fail altogether in providing price-control. The textile control virtually determines the prices at which are sold women's street and house dresses, slips, nightgowns, men's shirts, undershorts, creepers, rompers,

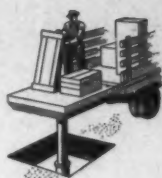
pajamas, kimonos, childrens' and infants' clothes, handkerchiefs, and men's suits, trousers, overcoats, and topcoats.

The wool fabricating industry tells Washington officialdom there is a demand for 40,000,000 suits. It is understood somewhere in the neighborhood of 28,000,000 suits will be produced this year. Over a billion pounds of wool is expected for fabrication; cotton mills are expected to produce 11,000,000 yd. of cloth, 35 percent more than in prewar years. Rayon production is estimated at 850,000,000 lb. this year, against 573,000,000 lb. in prewar years.

An over-all survey by a war agency prompted its statisticians to suggest recently the greatest consumer demand is as follows, in the order named: butter, meat; sugar; soap; canned goods; fresh or preserved fruits; elastic tape or webbing; coal; women's hosiery; wash tubs; shoes; bobbie pins; sheets and sheeting; infants and children's underwear; dress fabrics; alarm clocks; pails or buckets; tableware; girdles; radio tubes; woven wire fence; ammunition; wash tubs; electric irons; scissors; zippers; iron cord; pots and pans, under 10 qt.; flashlight batteries; safety pins; hairpins; needles; thread and darning cotton; razor blades; and the usual listing of household and electrical appliances.

This agency also forecast that 300,000 automobiles will be produced in July or August, which people wish to buy, but which they do not seem to be so headlong eager to buy as they were even six months ago. The same agency tells us that the cost of food, clothing, rent, fuel, house-furnishings, and miscellaneous wares, has risen 35 percent in the past six years. It points out the interesting fact that 68 percent of all goods produced are purchased by consumers. The same statisticians tell us that Washington, Oregon, California, Nevada, Utah, and Arizona have made the greatest population gains in the United States. Other states which have increased population are: Illinois, Florida, Virginia, Delaware, Maryland, Connecticut.

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Use hydraulic power to lift loads up to 50,000 pounds directly from plant floor to trucks, freight cars or different building levels. Oldraulic Levelators speed plant traffic, conserve manpower, cut costs. Save plant space, too . . . no need for ramps. Plant floor can be poured at grade instead of at railway car or truck bed height. Levelator, when down, becomes part of floor and can be trucked over.

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INTERNATIONAL POWER for Materials Handling

Get International Tractors—or equipment powered by International Engines—and reduced materials handling costs.

International Tractors and Engines are designed for heavy-duty use—at minimum costs for fuel and maintenance. Matchless serviceability and long life are International advantages you'll want.

See the nearest International Industrial Power Distributor—or any distributor handling International-powered equipment. He can give you suggestions that will simplify your materials handling problems.

Industrial Power Division

INTERNATIONAL HARVESTER COMPANY
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TOP CAPACITY....



NOW 30% LONGER LIFE!

• The new Philco "Thirty" motive power batteries give electric trucks top capacity . . . plus savings in maintenance, depreciation and replacements.

PHILCO
Corporation

Storage Battery Division
TRENTON 7, NEW JERSEY

People in Distribution



MARKETING

The new Danville, Ill., plant of the Hyster Co. is now operating under a production schedule on lift trucks, under the direct management of **Frank L. Ross**, vice president in charge of all Eastern activities. Operating personnel of the new plant includes **Jay Misenhimer**, factory manager, **Jim Woodley**, assistant factory manager, **William Morrow**, purchasing agent, and **Ray Smith**, office manager.

Albert S. Tomlinson, has recently taken charge of the new Bakery Conveyor Table Division, Island Equipment Corp.

Howe Scale Co., Rutland, Vt., has announced the appointment of **J. G. McCarty** as Pittsburgh branch manager, succeeding **H. J. Steidley**, retired.

Appointment of **Harvey E. Schroeder**, formerly district sales manager in Los Angeles, for **Parker Appliance Co.**, to manager of a newly-created Pacific Div. of the company has been announced. **D. A. Cameron** has been appointed assistant general sales manager of the company in Cleveland. **J. E. Murphy** has been named manager of distributor sales.

William G. Conley, Jr. has been appointed manager, kitchen sales division, **Edison General Electric (Hotpoint) Co.**

Three new appointments at **Dravo Corp.**, Pittsburgh, include **W. D. Bickel**, named manager, Power Dept., Machinery Div.; **T. L. Hartman**, manager, Piping Dept., Machinery Div.; and **W. G. Greer**, assistant labor relations manager for the Corp.

Benjamin Putterman, formerly half-owner in charge of production, has acquired full ownership of **Yankee Metal Products Corp.**, Norwalk, Conn., with the complete resignation of the former half-owner, **William Berk**.

The board of directors of **The White Motor Company** elected **Harold O. Hoffman**, assistant treasurer, and **George T. Zack**, assistant controller.

Following a recent reorganization of its engineering activities, appointment of new chief engineers for the three internal divisions of **Lear, Inc.**, Grand Rapids, Mich., are: **Harry E. Rice**, chief engineer, Lear Home and Aircraft Radio Div.; **Harry S. Jones**, chief engineer in charge of research

and development; **William J. Perfield** head engineering activities, **Lear Electro-Mechanical Div.**

The **Electric Products Co.**, Cleveland, has announced the opening of a new district office at Detroit, headed by **E. G. Schroeder**, handle all sales and service negotiations in the territory.

W. Stewart Clark has retired as manager of manufacturing for the **General Electric Co.**'s nationwide Appliance & Merchandise Dept., and **Carl M. Lynge**, general works manager of the G-E Bridgeport plant, has succeeded him.

TRANSPORTATION

Herbert A. Walker, **Atlas Corp.**, has been appointed comptroller, **Air Cargo Transport Corp.**

Appointment of **Fred M. Glass** as acting vice president, traffic and sales, **Capital Airlines-PCA** to fill post vacated by request of **J. J. O'Donovan** for indefinite leave of absence has been announced. **James D. Henry** has been appointed vice president, southern region, the position previously held by Mr. Glass; **Francis Hammack** assistant vice president, southern region, **George N. Monro III**, assistant vice president, western region, and **Howard Willard** manager, contract cargo section of the airline's air cargo department.

F. D. Miller has been appointed to succeed **J. M. Wooten** as director of cargo sales, **American Airlines**.

Mr. Wooten recently became director, **Contract Air Cargo Div.** of the company. **Joseph Boylan**, has been made assistant director of

cargo sales replacing **Lee Arthur** who has resigned. Announcement was also made of the appointments of **Frank Beach** to administrative assistant to director for cargo sales; **Robert Warner** to manager of air express and international cargo sales and **Benjamin Sherwood** to superintendent, air mail traffic.

Prescott A. Tolman has been promoted to general traffic and sales manager, **Eastern Air Lines**. **W. L. Morrisette, Jr.**, formerly new England district manager has been promoted to director of traffic procedures for the airline.

Thomas H. Lockett, counselor of embassy, **United States Embassy in Bogota, Colombia**, has resigned to accept a position as vice president, **Braniff International Airways**.

Capt. Gert Meidell has been designated, **North American representative of Norwegian Airlines (DNL)** succeeding **Philip N. Wilcox**, who recently resigned.

Edward J. Zschirpe, **John H. Norwood** and **Arthur E. Baylis** have been appointed assistant general freight traffic managers, **New York Central System**, with headquarters, **New York City**.

Warren H. Turner, general freight agent **Santa Fe Railway** at **Topeka**, has been appointed freight traffic manager, succeeding **M. C. Burton**, who is retiring. **Ralph E. Brooks**, assistant general freight agent, at **Topeka**, steps up to general freight agent following Mr. Turner. **Obra L. Gray**, assistant to operating vice president, at **Chicago**, has been appointed general manager, eastern lines, with headquarters at **Topeka**, succeeding **H. B. Lantz**, who is retiring. Gray will be succeeded at **Chicago** by **Guy R. Buchanan**, assistant general manager, **Coastlines**, at **Los Angeles**.

Officiating as visiting lecturer recently in the **Export and Import class** at the **Academy of Advanced Traffic**, was **Philip Swart, Jr.**, 2nd vice president, **Foreign Department, Guaranty Trust Co.**, **New York**. Among executives who contribute specialties in the course of instruction offered by the Academy are **J. A. Brady**, vice president, **Airco Export Corp.**; **A. Kenyan**, traffic manager, **Airco Export Corp.**; **M. B. Fellicani**, manager, **Foreign Department, F. W. Woolworth Co.**; **A. Olsen**, **Johnson & Higgins, Inc.** The courses are under the supervision of **E. Albert Owens**, research director, **Academy of Advanced Traffic**.

Vance N. Wilson, has been named supervisor in charge of tank cars in the traffic department, Pennsylvania Salt Mfg. Co.

Arthur C. Butler, director, National Highway Users Conference announced the appointment of William J. Simon as safety coordinator.

Fred Huber, formerly of Technical Service Dept., The White Motor Co., has been named export service manager covering the West Indies, Central America and all of South America except Brazil, Argentina, and Uruguay.

A Baltimore Chapter of the Assn. of Interstate Commerce Commission Practitioners was formed and the following officers were elected for the coming year:

Chairman: **Arthur M. Bastrass**, general freight agent Maryland-Pennsylvania Railroad Co.; vice chairman: **William F. King**, traffic manager, Baltimore Porcelain Steel Co.; Secretary-Treasurer: **Levin J. Canter**, division traffic manager, Koppers Co., Inc., Bartlett Hayward Div.

WAREHOUSING

Newly elected officers, New York State Warehousemen's Assn. are: **Earl S. King**, King Storage Warehouse, Inc., Syracuse, president; **Charles D. Morgan**, Morgan & Bro. Fireproof Storage Warehouse, New York, general vice president; **William T. Watson**, Leonard Warehouses, Buffalo, household goods storage vice president; **George M. Clancy**, Geo. M. Clancy Carting Co., Rochester, merchandise storage vice president; **Edward J. Costich**, B. G. Costich & Sons, Inc., Rochester, secretary-treasurer.

Marc Anthony, president, Marc Anthony & Co., cotton merchants, was elected president, Farmers & Merchants Compress and Warehouse Co., to succeed the late W. A. Brooks, Jr. (Grissam).

Lehigh Warehouse & Transportation Co., Newark, N. J., has announced the following changes in company personnel: **T. R. Clark** promoted to manager, Elizabeth branch also Foreign & Domestic Corp. and Foreign & Domestic Bottlers of New York, Inc., **H. B. Stanlar** promoted to manager, Jersey City; **H. H. Hutchinson** returns as operating division manager; **Oliver A. Gottschalk** was appointed vice president and comptroller.

Paul R. Carroll of Trowbridge Storage Co., has been elected president, Columbus (O.) Van Owners' Assn. Other officers chosen were: **Bertus H. Moore**, United Moving and Storage Co., vice president; and **Sam B. Nicola**, Swormstedt Storage & Van Co., secretary-treasurer. (Kline.)

Pause That Refreshes

Production of mechanically refrigerated water coolers is being doubled over pre-war levels to meet the growing demand from all parts of the world for modern drinking water facilities in offices, factories, schools, theaters and other public places.

To keep pace with the demand, members of the water cooler section of the Refrigeration Equipment Mfrs. Assn. estimate that water cooler production will have to be boosted to more than 100,000 units a year.

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PACKING & PACKAGING • WAREHOUSING & MARKETING

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Legal Consultant

MARKETING



BEFORE the Sherman Act it was the law that a seller or trader might reject the offer of a proposing buyer, for any reason that appealed to him. Neither the Sherman Act, nor any decision of the Supreme Court construing it, nor the Clayton Act, has changed the law in this particular.

In *Brosious v. Pepsi-Cola Co.*, 155 Fed. (2d) 99, the testimony showed that the Pepsi-Cola Co. appointed the Cloverdale Spring Co. its exclusive bottler and distributor in a named territory. The distributor had sold products to a man named Brosious for many years. The distributor demanded that Brosious take at least three counties in addition to his former territory, paint his trucks a prescribed color and distribute only the products of the Pepsi-Cola Co. Brosious refused the proposals and sued both the Pepsi-Cola Co. and the distributor for recovery of treble damages under the Sherman Anti-Trust Act.

The higher court refused to grant Brosious a favorable verdict, saying:

"It is the right of a trader engaged in a strictly private business, freely to exercise his own independent discretion as to the parties with whom he will deal."

Legal Title

A recorded chattel mortgage or conditional contract is effective to all persons in all parts of the United States.

In *Thomas v. State Bank*, 65 N. E. (2d) 626, Ill. the higher court held that a seller does not forfeit his legal right to repossess the subject of a sale although he permits the purchaser to keep it after the latter has breached his contract to make agreed payments.

Satisfaction

According to a late higher court decision, no purchaser is bound by contract in "full" satisfaction for all claims, unless both the buyer and seller knew about all claims when the contract was signed.

In *Williams v. Mid-South Co.*, 25 So. (2d) 792, Miss., it was shown that a suit was settled out of court and a clause in this settlement contract stated that the seller accepted \$18,300 in "full satisfaction" and in release of all claims against the purchaser.

The seller did not know about additional claims when he signed the settlement contract and the higher

court held the purchaser liable to pay additional money on these new claims.

Signed in Blank

When a mortgage or additional contract is signed properly blank spaces may be filled in only in accordance with directions of the purchaser, which the seller must prove.

In *Commercial v. Baker*, 37 S. E. (2d) 636, Ga., it was shown that a purchaser defaulted in making the agreed payments and the seller repossessed the merchandise. Then the purchaser sued the seller and testified that blank spaces in the conditional contract were not filled in according to his instructions.

Since the seller could not disprove the purchaser's testimony, the higher court held the seller liable to the purchaser for \$2,000 damages.

TRANSPORTATION



IN *Graziani v. Elder & Walters Equipment Co., Inc.*, 25 So. (2d) 904, La., the higher court held that state courts are without authority to award an Interstate Commerce Commission Carrier Permit for operation of motor trucks.

Carrier Loses

According to a late higher court decision, a common carrier cannot avoid liability for damage to or loss of shipped merchandise unless it proves the precise cause of the loss. It will not suffice merely to prove due diligence, but the carrier must prove, moreover, that the accident was occasioned by a fortuitous event, or by irresistible force, or by a defect of the thing itself, or by a fault of the shipper.

In *Kaplan Rice Mill, Inc. v. Texas*, 26 So. (2d) 42, La., it was shown that rice bran shipped from a mill was consigned to Mayronne Lumber & Supply Co. The bran was found to be in a damaged condition and shipment was rejected by the consignee.

The higher court held the carrier must stand the loss, because it failed to prove that the damage was occasioned by some accidental or uncontrollable event equivalent to a fortuitous event, or a "force majeure."

Charterer's Duty

According to a late higher court decision it is the duty of a charterer to

care for a vessel while it is under charter to him and he cannot delegate that duty to others.

In *Seaboard Sand & Gravel Corp. v. Moran Towing Corp.*, 154 Fed. (2d) 399, an owner of a scow instituted suit against a corporation to recover damages sustained by the scow. The corporation denied that it was liable for damage to the vessel because another company had loaded it "in such an improper and uneven manner that the scow was caused to leak, capsize and dump her cargo."

The higher court held both the corporation and the company which negligently loaded the vessel jointly liable.

Contract Carrier

Recently, a higher court held that where a vessel is chartered to transport merchandise, its owner is not a "common carrier" but is a "private contract carrier."

In *Sawyer v. M. Levin & Co., Inc.*, 155 Fed. (2d) 48, it was shown that a vessel was chartered to haul bananas from Haiti to Miami, Fla. The contract contained a provision that in event the vessel was required to put into another port for repairs for longer than 48 hr. the vessel owner should not be liable for any loss or damage to the cargo.

In subsequent litigation the higher court upheld the validity of this contract although the need for repairs was caused by negligent stranding of the vessel.

WAREHOUSING



A "BAILEMENT" is delivery of personal property by one person to another in trust for a specified purpose, with a contract that the trust shall be faithfully executed and the property returned or duly accounted for when a special purpose is accomplished. Retaining illegal possession of the goods is larceny "by bailee."

In *Lewis v. People*, 160 Pac. (2d) 150, Cal., a person named Lewis presented a written order to the Weicker Transfer and Storage Co. for the delivery of a trunk and other goods which had been stored with it by its owner, named King. Lewis failed to deliver the trunk and contents to King who paid the warehouse and storage charges for services rendered both by the warehouseman and Lewis. The lower court convicted Lewis of larceny by bailee. The higher court approved the verdict.

Also, see Department of Revenue v. Jannison-Wright Corp., 60 N. W. (2d) 305, Ill., where the higher court explained that in "bailments," the title to the merchandise is not changed, while in the case of a "sale" the title is transferred.

City Ordinance

In Stafford v. City of Coffeyville, 168 Pac. (2d) 91, Kan., the higher court held that if the owner of a warehouse building violates city ordinances intended to prevent fires and conserve the health and promote the general welfare of its citizens, the property owner cannot recover damages from the city for loss of the building by fire.

In this case, the owner of the building sued the city for loss of his building and its contents by fire, allegedly caused by negligence of city in failing to inspect, repair and maintain sagging electric wires suspended over the building.

Property Owner

Generally speaking, a warehouseman is not required by law to assume liability for injuries caused by motor vehicles owned by others.

In Le Barre v. Pacific, 154 Pac. (2d) 985, Ore., the testimony showed that a driver drove a truck upon scales of a warehouse building in order to ascertain the gross weight of the truck. After the truck was weighed the driver backed it over the sidewalk about two feet, and struck a pedestrian. The pedestrian sued the owner of the warehouse building for damages, but

the higher court held the pedestrian not entitled to a recovery. The higher court said a property owner is liable only for his own negligence, not for that of strangers and third parties.

Charges Implied

Modern higher courts consistently hold that if a storage contract fails to specify the exact rate for storage, the warehouseman may sue and collect a "reasonable" charge.

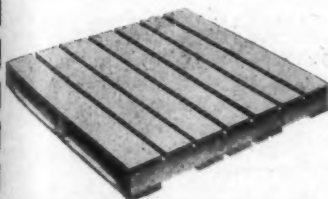
In Potter v. Wolff, 47 Atl. (2d) 9, N. J., it was shown that a warehouseman and a customer entered into a written contract by the terms of which the customer agreed to "send as much material to the Rite Co. (warehouseman) for storage as he (customer) possibly can." No storage rate was specified in the contract.

The customer shipped a trainload of gum arabic to the warehouseman who refused to store it in his warehouse.

The higher court held that the contract implied a promise on part of the warehouseman to receive whatever material the customer brings to the "grounds and buildings for storage."

Also, this court held that since the contract did not specify the rate of charges for storing gum arabic the customer must pay a "reasonable" charge.

With respect to storage rates for other materials, the higher court said: "A reasonable charge would depend on the kind of material and the place in which it is stored."



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PACKING and PACKAGING



A PAID bailee, as a warehouseman, is obligated legally to use ordinary care to safeguard stored merchandise. However, one who stores or transports merchandise free and without charge is liable for damage or loss of the merchandise only if he is "grossly" negligent.

In W. T. Cowan, Inc. v. Wagshal, 47 Atl. (2d) 94, D. C., it was shown that a food distributor ordered five cases of canned hams shipped to him by truck from New York. The shipment was labeled "Perishable—canned meat—must be kept refrigerated."

Due to miscarriage, the merchandise was stored in a warehouse and later reshipped by a "gratuitous" bailee.

The hams finally were delivered but in a damaged and completely worthless condition.

The higher court held that the gratuitous bailee was liable.

Patent Void

In Application of Beach, 152 Fed. (2d) 981, the Court of Customs and Patent Appeals refused to allow a patent on an invention adapted to the packaging of asphalt in paper bags which are so lined that the bag may be readily removed from the asphalt without material injury to the paper.

The court held that this invention is old and well known.

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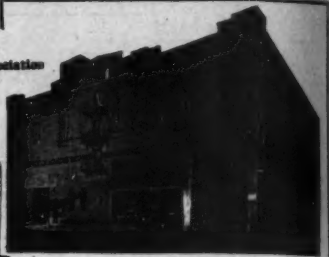
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Member of N.F.W.A.—A.C.W.—A.W.A.—Dist. Serv., Inc.
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● **FOREIGN TRADE ZONE.** New Orleans has received a grant to operate a foreign trade zone. It was issued last month to the Board of Commissioners of the Port by Secretary Wallace as chairman, Foreign Trade Zones Board. The zone is located on the Mississippi River within the city limits and will occupy a part of the Public Cotton Warehouse. This is second foreign trade zone operation in U. S. The first one was established on Staten Island, N. Y., in 1937.

Exports Urged

An immediate policy of exporting substantial proportions of current production was urged recently by Frank L. Marshall, export manager, Montgomery Ward and Co., in a message to members of the Illinois Mfrs. Assn.

Especially favorable conditions, state Mr. Marshall, now prevail in the export field between the United States and all the countries of the American hemisphere. Electrical, automotive, and machine products are needed urgently in hemisphere countries, he said.

● **BOSTON DISTRIBUTION CONFERENCE.** A lot of big guns are going to be fired at the Boston Conference, Oct. 14-15. Among the speakers so far announced are Winthrop W. Aldrich, chairman, Chase National Bank; Dr. Carl T. Compton, president, Massachusetts Institute of Technology; Arthur Hays Sulzberg, publisher, *New York Times*; Walter Mitchell, Jr., assistant to the president, Dun & Bradstreet, and others.

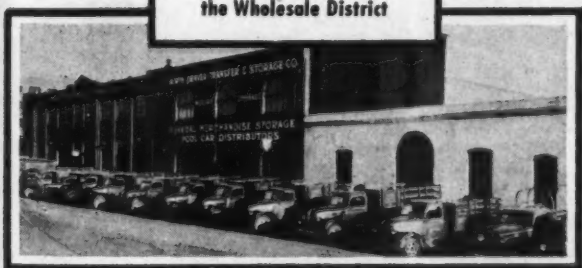
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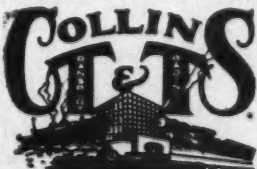
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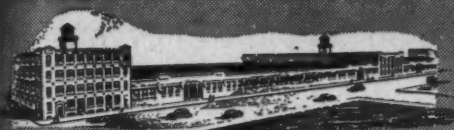
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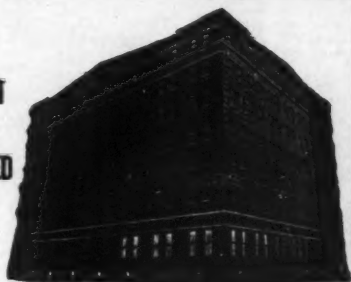
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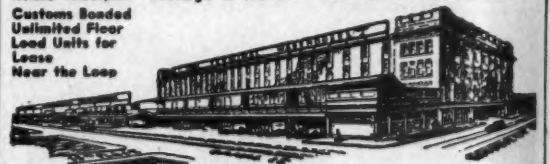
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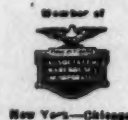
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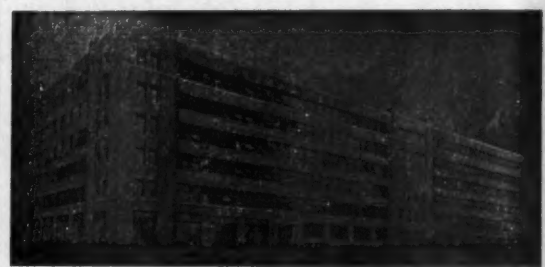
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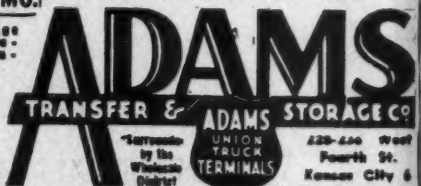
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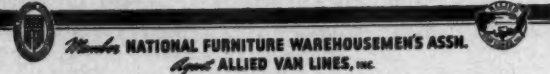
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Various aspects of Product Liability Insurance are explained in an article on page 54 by L. S. McCoombs, associate editor, The Spectator, foremost insurance publication.



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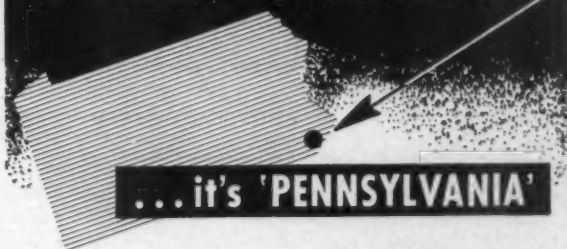


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 Cold Storage—Merchandise—Household Goods
 3 Warehouses with private sidings on Erie & P RR's
 reciprocal switching. Loans on Stored Commodities.
 Cold storage for furs—Cold Storage lockers—Quick
 Freer space.

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 Prompt and Efficient Service
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WILLIAMSPORT STORAGE CO.
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 Automatic Sprinklers—Low Insurance Rates
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 Ideal Distribution Point for Central Pennsylvania

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CADY MOVING & STORAGE CO.
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 Package facilities 50 cars. Dockage facilities on
 deep water.
 Shipping directions South Providence, R. I.

The use of public merchandise warehouses
 as aids to marketing is discussed on
 page 58 by W. G. Tanzer, president,
 Interlake Terminals, Inc.

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Modern Concrete Warehouse. 100,000 Square Feet of Storage Space.
 Private Tracks Connecting with All Railroad and Steamship Lines.
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Est. 1925

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 Sprinkler equipped warehouse.



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"Good housekeeping, accurate records,
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 Located in the center of the Jobbing
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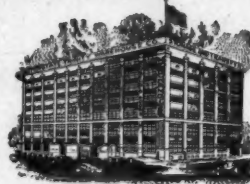
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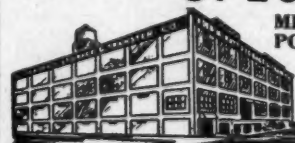
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Forty-four Years
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Fireproof Warehouse—A.D.T. Automatic Fire and Burglary Protection.
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Over 50 years of satisfactory service
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Fireproof Sprinklered

Insurance rate 15c. Merchandise Storage.
Pool Car Distribution. Office Facilities.

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Over 1,000,000 cubic feet reinforced concrete Sprinklered Space
Insurance Rate 11 Cents

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72,000 sq. ft. space. Reinforced concrete and brick. Dignified
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service twice daily. 99% Co-ins. rate 18 1/2¢ per \$100.00. A.D.T. extra
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Selling consumer products through public
warehouses is regarded by many as a grow-
ing trend. R. G. Culbertson, president,
Culbertson's Inc. discusses what he is doing
in this connection on page 66.

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"This is the Place"

FOR BETTER SERVICE

SECURITY STORAGE & COMMISSION CO.

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Over 39 Years' Experience

Merchandise Warehousing - Distribution
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MODERN SPRINKLER EQUIPPED WAREHOUSE
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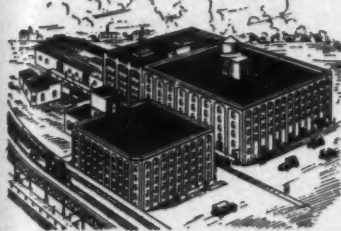
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Pool Car Distribution within 100 Miles of Appleton
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612 W. Main St., Madison 3

Public Warehouses Marketing Aids

(Continued from Page 59)

trainload, thus keeping pace with the current trend of business, with the assurance that storage expense will be in proper ratio to the volume of business transacted.

Public warehouses offer far more than a resting place for merchandise with a bunch of "huskies" to handle freight. They can render practically every service you may need except the actual selling of your products. For instance, the average warehouseman considers the following branch house functions mere routine:

Receiving; Checking; Over, Short and Damage Reports; Storing; Marking; Weighing; Reconditioning; Shipping; C. O. D. Shipments; Sight Draft Shipments; Invoicing; Collections; Stock Control; Inventories; Freight Prepayments, etc.

Often he goes a lot further and renders a highly specialized service incidental to the particular needs of the storer and in keeping with the nature and character of the product stored. As an example, we are providing one of these specialized services in connection with an account which distributes

liquid ammonia in specially constructed steel cylinders and previously provided the same service for storers of gas bottled in similar cylinders. We make shipments to our client's customers with the understanding that the cylinders are to be returned to the warehouse when empty. Upon their return they are accumulated, consolidated and then periodically shipped to our client's point of production. There the client inspects the safety valves, caps and cylinders before refilling them for further use.

The cylinders have serial numbers. A record of these numbers is maintained in our office, and our client is advised of the numbers on the cylinders so that he knows at all times what units are in the possession of his customers, which are in the warehouse and which have been returned to the factory. In other words, our service gives our client positive control and an accurate means of keeping tab both on the filled and empty cylinders at all times.

In addition to the services we have mentioned, the merchandise warehouseman, more than likely,

will offer the following features representing carefully planned, custom designed, ready-to-function facilities:

Sound buildings; choice locations; responsible management; low insurance rates; negotiable warehouse receipts; financing of staple commodities; spacious private switch-tracks; ample truck-loading doors and docks; mechanical handling equipment; local and long distance trucking; consolidation of trap cars; distribution of pool cars; storage-in-transit privileges; railway express and parcel post service; space rentals for private storage; office space; sample and display rooms.

Also, many public merchandise warehouses maintain and operate cool rooms, temperature and humidity controlled rooms, and fumigation chambers to care for the special needs of various types of storage items. Many are located on waterways as well as railways, thus giving the shipper the benefit of rail, water and truck transportation.

In short, the public merchandise warehouse offers a comprehensive service, broadened in scope to the point that it includes all branch house functions except selling. It is a service that measures up to the most exacting requirements.

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AMERICAN WAREHOUSE CO.

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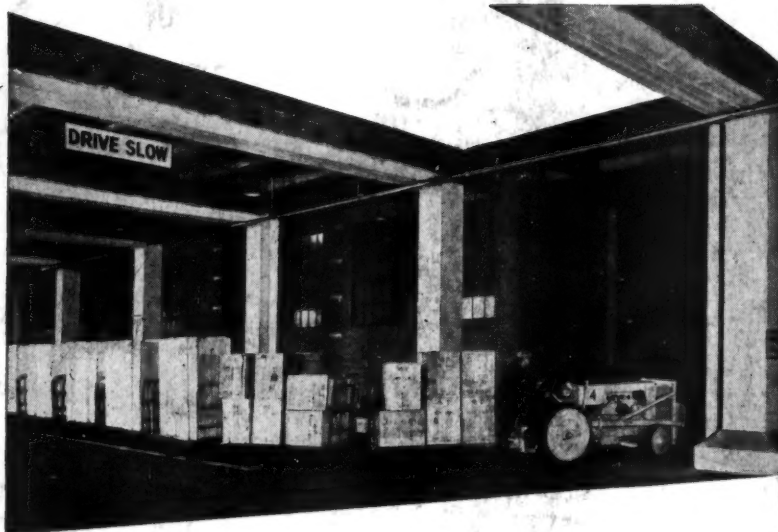
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